BUDGET 2002

THE RIGHT DECISIONS FOR CHALLENGING TIMES

Business Plans

Patricia L. Nelson
Minister of Finance

Alberta
GOVERNMENT OF ALBERTA

102-05738

BUDGET 2002

THE RIGHT DECISIONS FOR CHALLENGING TIMES

Business Plans

PRESENTED BY PATRICIA L. NELSON
MINISTER OF FINANCE
In the Legislative Assembly of Alberta
March 19, 2002

Table of Contents

Government Business Plan 1

Ministry Business Plans 37

Alberta Heritage Savings Trust Fund Business Plan 383

Index of Charts and Tables 401

Government Business Plan

THE VISION

"A vibrant and prosperous province where Albertans enjoy a superior quality of life and are confident about the future for themselves and their children."

BUDGET 2002

THE RIGHT DECISIONS FOR CHALLENGING TIMES

Table of Contents

Government of Alberta Business Plan 2002-05

The Right Decisions for Challenging Times 3

- Goals, Strategies, Measures and Targets 6
- Government Business Plan 2002-05 – Goals, Performance Measures, and Targets 7
  - *People* 9
  - *Prosperity* 17
  - *Preservation* 27
- Cross-Ministry Initiatives 33

Government of Alberta Business Plan 2002-05

The Right Decisions for Challenging Times

THE CHALLENGE OF CHANGE

Albertans live in changing times. One year ago, high energy prices presented challenges ranging from managing record government revenues to shielding Albertans from high utility bills. Government revenues were soaring because of phenomenally high world oil and gas prices. Some Albertans were talking about building a "firewall" around Alberta to insulate the province from federal government decisions.

In the opening months of 2002, the picture is different. Albertans face a new set of challenges, and changing circumstances give the people of the province many new opportunities to prove that their pioneer spirit and sense of leadership are as strong as ever.

What has happened over the last year to generate change? Events across the province and across the globe have helped shape the focus of Albertans in 2002, as well as the focus of the Government of Alberta.

Internationally, the war on terrorism has had a direct impact here in Alberta, as hundreds of Alberta-based families of military personnel experience the pride and the pain of having loved ones serving abroad. All Albertans have had to deal with the somber reality of changed world circumstances - whether the change is reflected in the way they do business overseas or in the waits they experience at airports.

As a province, Alberta has also felt the impact of global change. World energy prices have dropped sharply from a year ago, affecting everything from government revenues to oilpatch activity. As independent as it is, Alberta is not immune from events and conflicts half a world away.

Here at home, new challenges have emerged as well. The provincial budget needs to reflect the decrease in energy revenues. The health care system is in need of change if it is to be sustainable into the future. Alberta's infrastructure has benefited from billions of dollars of government investment in recent years.

This business plan is your government's response to these changing circumstances. It lays out the coordinated work the government has planned to help the province meet today's challenges and maximize tomorrow's opportunities. Above all, it is a blueprint for growth and a framework for leadership - leadership by Albertans, for the future of the province.

WE'RE STARTING FROM STRONG FUNDAMENTALS

Unique among provinces, Alberta is in a strong position to show leadership in the next three years. The province's fundamental economic position remains solid, and the hard work of Albertans over the last decade has laid the groundwork for continued prosperity.

Almost all economic forecasts predict Alberta will be a leader in Canada in economic growth in 2002, with some forecasters estimating Alberta's growth to be well above the national average. The province's capital city of Edmonton was recently judged in an international study to be the most competitive business city in the world, and Alberta's other cities also ranked impressively high.

Continued economic diversification has lessened the province's dependency on the energy sector and lower personal and corporate taxes have helped Alberta maintain its status as the hottest place in Canada to raise a family, start a business, and create jobs. In fact, the government expects over 30,000 new jobs to be created in Alberta this year.

A key to Alberta's strong fundamentals has been the success of its education system. In 2001, Alberta's high school students ranked number one in the entire world in many categories. The province's postsecondary institutions continue to grow in stature and in enrollment. In fact, Alberta's workforce is ranked as the most-educated in Canada, a statistic not lost on businesses and employers considering setting up shop in the province.

Health care is also a top priority for Albertans. It is also, as noted in the report of the Premier's Advisory Council on Health, a factor in the province's economy. The health system is a major employer, and its quality is also another factor in people's decisions to make Alberta home. Much has been done in the recent past to strengthen the health system, and 2002 will see a host of further changes to keep the system effective and affordable for decades to come.

THE GOVERNMENT'S PLAN FOR ALBERTA'S CONTINUED GROWTH

Alberta's fundamental strengths mean that government does not need to move away from the directions it has taken to create an atmosphere in which the economy can grow and Albertans can flourish. The Government of Alberta will continue to manage public dollars wisely, focus on Albertans' priorities, and constantly re-evaluate what it does to ensure that its work complements Albertans' work. That means no income tax increases, no spending that it can't pay for, and no new barriers to entrepreneurship and innovation.

Government will continue to tackle the issues on people's minds, both through ministry business plans and through priority cross-ministry initiatives. For the period 2002-05, the four top-ranked cross-ministry priorities are:

- the Health Sustainability Initiative;
- the Alberta Children and Youth Initiative;
- the Economic Development Strategy, and
- the Aboriginal Policy Initiative.

Each of these initiatives will require that government, the public service, the private and non-profit sectors, and individual Albertans show leadership and innovation.

In the area of health care, where spiralling costs and growing demands threaten the viability of the system, government will act on the recommendations of the report from the Premier's Advisory Council on Health. It will bring all relevant government ministries to the planning table, and it will seek the counsel of health providers and health system users, to implement a comprehensive plan to keep the system strong for future generations of Albertans.

Alberta's children will also be the focus of government efforts in the coming three years. Available dollars are being targeted as close to the child as possible, to child protection and nurturing.

In 2002-05, government will also continue to act on its economic strategy. This strategy builds on Alberta's economic strengths and is rooted in the fiscal accountability of government, low taxes, and a strong belief in the can-do spirit of Albertans.

As well, the Aboriginal Policy Initiative will provide the basis for government departments to continue working together to close the socio-economic gap between Aboriginal people and other Albertans. Health, education, and participation in the economy are all important areas that will be addressed.

THE COMMON THREAD IS LEADERSHIP

Common to each of these initiatives, and to the government business plan as a whole, is the need for continued leadership - by government and by all Albertans.

Leadership is seldom easy. In times of change and challenge, showing leadership is the sign of a province with courage and character. Alberta has always shown leadership; whether it was getting rid of the deficit, or addressing the troublesome issue of child prostitution, or preserving the province's natural beauty, or in developing the potential of the northern oil sands, Albertans have never backed away from a challenge or closed the door on an opportunity. This year, Albertans' ingenuity will be called upon once again, and the Government of Alberta looks forward to working with Albertans to provide the leadership that has been the hallmark of the province since 1905.

CHANGING TIMES; UNCHANGING VALUES

Within the timespan of this business plan, Albertans will celebrate the province's centennial as a full partner in Confederation. The year 2005 will mark 100 years of Alberta growth, Alberta innovation, and Alberta spirit.

Between today and 2005, the province will face ever-changing challenges and problems. Though the challenges change, the will and the ability of Albertans to overcome those challenges do not. Over its decades of growth, the unique character and destiny of the province have been shaped by the core values of Albertans.

What are these values? Hard work. Patience. Innovation. Respect for others and for their independence. Valuing community. Taking care of one another.

These values are as strong and as important as ever. The Government of Alberta respects these values, and attempts to reflect them in all that it does. This business plan is the government's blueprint for bringing those values to life. The plan demands leadership of government, and seeks the continued leadership of all Albertans.

In changing times, the quality of leadership determines who moves ahead and who stays behind. Government knows that Albertans expect to move ahead.

2002-05 Government Business Plan

GOALS, STRATEGIES, MEASURES AND TARGETS

The government's activities are focused on three core businesses: ***People, Prosperity and Preservation***. The goals chosen for each of the core businesses reflect the government's priorities for protecting the quality of life in Alberta, while maintaining a commitment to fiscal responsibility. Key strategies have been set out for achieving these goals along with performance targets and measures for tracking progress.

PEOPLE ...

The goals for the ***People*** core business are directed at improving the quality of life in Alberta for individuals and their families through the government's priorities for health, education, our children, those in need, and Aboriginal Albertans.

PROSPERITY ...

The goals for the ***Prosperity*** core business focus on protecting the quality of life in Alberta through the government's priorities for our economy, work force and work places, infrastructure, value-added industries, export trade, and financial and fiscal position.

PRESERVATION ...

The goals for the ***Preservation*** core business reflect the government's priorities for community safety, our renewable resources, the environment, our natural, historical and cultural resources, and Alberta's relations with other levels of government.

This section of the government business plan outlines the goals, and key strategies for each of the three core businesses. Reference to the lead ministries responsible for the service or program delivery is provided in parentheses. Performance measures and targets are also described. More detail about how the government intends to achieve these goals is included in the business plans of individual ministries.

A summary table of the goals, measures and targets for the *2002-05 Government Business Plan* is presented on the next page.

GOVERNMENT BUSINESS PLAN 2002-05
Goals, Performance Measures, and Targets

People

Goals	Measures	Targets
1. Albertans will be healthy.	Life Expectancy at Birth Health Status	Maintain or improve current life expectancy at birth and be among the top 10 countries in the world. By 2003, 70% of Albertans aged 18-64 rate their health as 'very good' or 'excellent', and 80% of Albertans aged 65 and over rate their health as 'good' or better.
2. Our children will be well cared for, safe, successful at learning and healthy.	Well Being of Children	To be determined once baseline is established.
3. Alberta students will excel.	Educational Attainment Literacy and Numeracy Levels	By 2005, 90% of Albertans aged 25-34 will have completed high school, and 62% will have completed post-secondary education. Maintain or improve inter-provincial ranking. 85% of Grade 9 students meet acceptable standards on provincial achievement tests in math and language arts.
4. Albertans will be independent.	Economic Status of Albertans	To be determined once baseline is established.
5. Albertans unable to provide for their basic needs will receive help.	Economic Status of Albertans	To be determined once baseline is established.
6. The well-being and self-reliance of Aboriginal people will be comparable to that of other Albertans.	Aboriginal Well-Being	By 2010: the difference in employment rates of Aboriginal Albertans and other Albertans will be less than 10%; the percentage of Aboriginal learners 15 years of age or older with high school completion will be 60% and 30% with post-secondary completion; the difference in life expectancy of Registered Indians in Alberta and all Albertans will be reduced by one year.

Prosperity

Goals	Measures	Targets
7. Alberta will have a prosperous economy.	Gross Domestic Product Job Growth	3 year average annual nominal GDP growth rate of 4%. 295,000 new jobs in the 6 years ending December 2005.
8. Alberta's workforce will be skilled and productive.	Skill Development	85% of employers satisfied with recent post-secondary graduates' skills.
9. Alberta businesses will be increasingly innovative.	Business Innovation	Alberta business use of the Internet will be among the three highest of the provinces.
10. Alberta's value-added industries will lead economic growth.	Value-Added Industries	Alberta's value-added industries will account for an increasing percentage of Provincial GDP.
11. Alberta will have effective and efficient infrastructure.	Infrastructure Capacity	95% of rural sections of the National Highway System at level of service B or better upon completion of the North-South Trade Corridor; export gas pipeline capacity will exceed demand; continue to increase sponsored research at Alberta universities.
12. Alberta will have a financially stable, open and accountable government.	Provincial Credit Rating Accumulated Debt Government Accountability	The highest blended credit rating for domestic debt among the provinces. Reduce the March 31, 2000 accumulated debt by at least 13% by 2004-05 and eliminate it no later than 2024-25. 80% of Albertans aware of the government's financial performance
13. Alberta will have a fair and safe work environment.	Workplace Climate	The rate of person-days lost to work stoppages, workplace injury and disease will be among the three lowest of all the provinces.
14. Alberta businesses will increase exports.	Export Trade	Increase international value-added exports to $28.5 billion by the end of 2004.

Preservation

Goals	Measures	Targets
15. Alberta will be a safe place to live and raise families.	Crime Rate	Reduce Alberta's crime rates below the national rates by 2005.
16. Alberta's renewable natural resources will be sustained.	Renewable Resource Sustainability	Keep timber harvest at or below the annual allowable cut. Achieve sustainable crop yields of 0.92 tonnes per acre by 2004.
17. The high quality of Alberta's environment will be maintained or enhanced.	Air Quality Water Quality Land Quality	Maintain air quality levels that are considered good or fair at all times. Bring river water quality downstream of developed areas in line with upstream conditions, while maintaining overall river water quality. Achieve sustainable crop yields of 0.92 tonnes per acre by the year 2004.
18. Albertans will have the opportunity to enjoy the province's natural, historical and cultural resources.	Heritage Appreciation	99% satisfaction of visitors with their experiences at provincially owned heritage sites. Target for provincial parks to be determined once baseline established.
19. Alberta will work with other governments and maintain its strong position in Canada.	Intergovernmental Relations	Maintain the Alberta government's public approval rating in federal-provincial relations equivalent to the average approval rating of the four nearest provinces.

core business

People ...

The goals for the ***People*** core business are directed at improving the quality of life in Alberta for individuals and their families through the government's priorities for health, education, our children, those in need, and Aboriginal Albertans.

goal 1 Albertans will be healthy

KEY STRATEGIES:

Key strategies in italics are associated with the Health Sustainability Initiative, a cross-ministry initiative of the Alberta government. See page 33.

- ensure Albertans get the care they need through accessible high quality health services **(HW)**
- focus on long-term health gains through increased emphasis on programs to prevent illness and injury, and protect and promote good health, as well as healthy active lifestyles **(CD, ENV, HRE, HW, PAO)**
- prepare for future health needs through ongoing innovation, integration and coordination in health service delivery **(HW)**
- *strengthen collaboration, integration and co-ordination across ministries to improve health care services to Albertans, and simultaneously seek to enhance their sustainability through the Health Sustainability Initiative* **(HW, FINANCE, SENIORS)**
- improve accountability and results in the health care system through clear expectations and better information **(HW)**
- promote wellness among older Albertans by implementing the Healthy Aging and Seniors wellness framework **(HW, SENIORS)**

CORE MEASURES:

LIFE EXPECTANCY AT BIRTH

DESCRIPTION Female and male life expectancy.

TARGET Maintain or improve current life expectancy at birth and be among the top 10 countries in the world.

HEALTH STATUS

DESCRIPTION Self-reported health status by Albertans over 18.

TARGET By the year 2003, 70% of Albertans aged 18-64 will rate their health as 'very good' or 'excellent', and 80% of Albertans aged 65 or over will rate their health as 'good' or better.

Abbreviations for Ministries:

AAND	Aboriginal Affairs and Northern Development	IIR	International and Intergovernmental Relations
AEDA	Alberta Economic Development Authority	INFRA	Infrastructure
AFRD	Agriculture, Food and Rural Development	IS	Innovation and Science
CD	Community Development	JUS	Justice and Attorney General
CS	Children's Services	LEARN	Learning
ED	Economic Development	MA	Municipal Affairs
ENERGY	Energy	PAB	Public Affairs Bureau
ENV	Environment	PAO	Personnel Administration Office
FINANCE	Finance	REVENUE	Revenue
GAMING	Gaming	SENIORS	Seniors
GS	Government Services	SG	Solicitor General
HRE	Human Resources and Employment	SRD	Sustainable Resource Development
HW	Health and Wellness	TRANS	Transportation

goal 2 Our children will be well cared for, safe, successful at learning and healthy

KEY STRATEGIES:

Key strategies in italics are associated with the Alberta Children and Youth Initiative, a cross-ministry initiative of the Alberta government. See page 34.

- *continue implementation of the Alberta Children and Youth Initiative with an emphasis on cross ministry initiatives to improve supports and resources to children, youth and families* (**AAND, CD, CS, HRE, HW, LEARN, SG**)
- address the recommendations of the Task Force on Children at Risk and Children's Forum (**CS, HW, LEARN, SG**)
- support Child and Family Services Authorities and other partners in the delivery of community-based, integrated services to children, youth and families, with an emphasis on early intervention, meeting the needs of Aboriginal children and providing transitions for youth (**AAND, CD, CS, HRE, HW, LEARN, SG**)
- provide a range of integrated health and related support services to identified students with special health needs registered in school programs (**CS, HW, LEARN**)
- provide low income families with benefits and services that their children require (**HRE**)
- introduce health strategies to address priority health issues, including low birth weight babies (**CS, HW**)
- implement strategies for integrated mental health services to children, youth and families (**CS, HW, LEARN**)

CORE MEASURE:

WELL BEING OF CHILDREN

DESCRIPTION Percentage of Alberta children living in families with incomes above the Market Basket Measure (MBM) low income threshold.

TARGET To be determined once baseline is established.

goal 3 Alberta students will excel

KEY STRATEGIES:

- enhance school-readiness opportunities for children from birth to three years of age **(CS, LEARN)**
- build a solid foundation for learning by focusing on early grades **(LEARN)**
- improve student learning by continuing to implement, evaluate and communicate results of the Alberta Initiative for School Improvement (AISI) with stakeholders **(LEARN)**
- meet diverse learner needs by ensuring there is the physical, technological and human resource capacity to meet the demands of the learning system **(HRE, INFRA, LEARN)**
- ensure that students' financial needs are not a barrier to participating in learning opportunities **(HRE, LEARN)**
- expand opportunities for youth to develop career preparation and employability skills **(HRE, LEARN)**
- improve assessment and reporting of learner achievement **(LEARN)**

CORE MEASURES:

EDUCATIONAL ATTAINMENT

DESCRIPTION	High school or post-secondary completion.
TARGET	By 2005, 90% of Albertans aged 25-34 will have completed high school, and 62% will have completed post-secondary education. Maintain or improve inter-provincial ranking.

LITERACY AND NUMERACY LEVELS

DESCRIPTION	Achieving the acceptable standard in language arts and mathematics.
TARGET	85% of Grade 9 students are expected to achieve the acceptable standard on provincial achievement tests in language arts and mathematics.

goal 4 Albertans will be independent

KEY STRATEGIES:

- improve transitions for youth among school, further learning and work (**CS, HRE, LEARN**)
- develop ministry-wide strategies through the People and Prosperity Initiative that help Albertans contribute to and share in Alberta's economic prosperity (**HRE, ED, LEARN, all ministries**)
- ensure up-to-date information is available to all Albertans on labour market needs, career preparation and opportunities for further learning (**HRE, LEARN**)
- continue efforts to get social assistance clients into the workforce by improving training programs and providing financial and health benefits (**HRE**)
- continue to prepare Alberta for an aging population by facilitating independence and well-being among older adults through collaborative projects and partnerships (**SENIORS**)

CORE MEASURE:

ECONOMIC STATUS OF ALBERTANS

DESCRIPTION	Increase the percentage of people in Alberta living above the Market Basket Measure (MBM) low income threshold.
TARGET	To be determined once baseline is established.

goal 5 Albertans unable to provide for their basic needs will receive help

KEY STRATEGIES:

- continue to improve income support services for Albertans who are unable to provide for their basic needs and require financial assistance **(HRE)**
- sponsor initiatives which provide effective supports to Albertans with developmental and other disabilities, and promote their inclusion in community life **(CD)**
- provide financial assistance to lower-income seniors through the Alberta Seniors Benefit and Special Needs Assistance for Seniors programs **(SENIORS)**
- facilitate the provision of low cost housing to Albertans most in need, including supportive housing for seniors **(SENIORS)**
- implement strategies to address homelessness in conjunction with municipal governments, local authorities, community groups and the private sector **(HRE, HW, SENIORS)**
- provide justice related services such as maintenance enforcement, estate and trust administration services, and legal aid to Albertans in need **(JUS)**

CORE MEASURE:

ECONOMIC STATUS OF ALBERTANS

DESCRIPTION Increase the percentage of people in Alberta living above the Market Basket Measure (MBM) low income threshold.

TARGET To be determined once baseline is established.

goal 6 The well-being and self-reliance of Aboriginal people will be comparable to that of other Albertans

KEY STRATEGIES:

Key strategies in italics are associated with the Aboriginal Policy Initiative, a cross-ministry initiative of the Alberta government. See page 36.

- *improve the health status and well-being of Aboriginal people* (AAND, CD, CS, HW)
- *improve the educational attainment of Aboriginal learners* (AAND, CS, HRE, LEARN)
- *increase the collaborative participation of Aboriginal governments, organizations and people in the design and delivery of programs and services* (**all ministries**)
- *promote the appreciation and preservation of Aboriginal cultures in Alberta* (AAND, CD, CS, JUS)
- *increase the participation by Aboriginal people in the Alberta economy* (**all ministries**)
- *clarify federal/provincial/Aboriginal roles and responsibilities* (**all ministries**)

CORE MEASURE:

ABORIGINAL WELL-BEING

DESCRIPTION Aboriginal well being is measured by comparing the employment rate and the high school completion rate of Alberta's Aboriginal people to those of non-Aboriginal people, and by comparing the life expectancy of registered Indians to that of all Albertans.

TARGET By 2010: the difference in employment rates of Aboriginal Albertans and other Albertans will be less than 10%; the percentage of Aboriginal learners 15 years of age or older with high school completion will be 60% and 30% with post-secondary completion (comparable 1996 percentages were 52.2 and 24.9, respectively); the difference in life expectancy of Registered Indians in Alberta and all Albertans will be reduced by one year.

core business

Prosperity ...

The goals for the ***Prosperity*** core business focus on protecting the quality of life in Alberta through the government's priorities for our economy, work force and work places, infrastructure, value-added industries, export trade, and financial and fiscal position.

goal 7 Alberta will have a prosperous economy

KEY STRATEGIES:

Key strategies in italics are associated with the Economic Development Strategy, a cross-ministry initiative of the Alberta government. See page 35.

- continue to promote the Alberta Advantage **(all ministries)**
- *continue implementation of the Economic Development Strategy to enable Albertans to meet future economic challenges* **(ED, IS, LEARN, all ministries)**
- *develop a collaborative approach to regional economic development that builds on regional goals, priorities and strengths* **(AAND, AEDA, AFRD, ED, ENERGY, ENV, IIR, MA, SRD)**
- *ensure the sufficient supply of skilled labour to meet Alberta's economic growth* **(ED, HRE, IIR, LEARN)**
- encourage investment and economic activity by maintaining a globally competitive tax regime **(AEDA, ED, FINANCE)**
- implement the business tax plan as affordable **(FINANCE, REVENUE)**
- work with industry to attract domestic and international investment **(AEDA, AFRD, ED, ENERGY, IIR, IS, SRD)**
- support the expansion of Alberta's tourism industry and promotion of Alberta as a world-renowned tourism destination **(AEDA, CD, ED)**
- improve the ability of start-up and early stage companies to access the capital they need to get their businesses up and running **(AEDA, AFRD, ED, IS)**
- remove barriers to national and international trade and investment so Alberta businesses can compete in new markets **(AFRD, ED, IIR TRANS)**
- strengthen the research capability of Alberta's universities **(IS, LEARN)**

CORE MEASURES:

GROSS DOMESTIC PRODUCT

DESCRIPTION	Long term growth rate of the Alberta economy as measured by the three year average annual growth rate of nominal provincial Gross Domestic Product.
TARGET	Three year average annual nominal GDP growth rate of 4%.

JOB GROWTH

DESCRIPTION	Net number of jobs created in Alberta on an annual average basis.
TARGET	295,000 new jobs in the 6 years ending December 2005.

goal 8 Alberta's workforce will be skilled and productive

KEY STRATEGIES:

- improve Albertans' ability to enter the workforce and keep pace with changing skill needs (**AEDA, AFRD, ED, HRE, LEARN, PAO**)
- remove barriers that prevent people from moving easily from job to job or place to place in order to work (**AAND, AEDA, ED, HRE, IIR, LEARN, PAO, TRANS**)
- build a strong Alberta public service through continued implementation of the Corporate Human Resource Development Strategy (**PAO, all ministries**)
- improve the knowledge and skills of Alberta youth, particularly as they relate to employability and the transitions between learning and work (**AFRD, CD, HRE, LEARN**)
- strengthen connections between school and workplace learning (**AFRD, CD, HRE, LEARN**)
- develop approaches to ensure Albertans have the skills and knowledge they need to meet the changing economy based on identified labour force demand and supply pressures (**HRE, IS, LEARN**)

CORE MEASURE:

	SKILL DEVELOPMENT
DESCRIPTION	Employer satisfaction with recent post-secondary graduates' skills.
TARGET	85% of employers satisfied with recent post-secondary graduates' skills.

goal 9 Alberta businesses will be increasingly innovative

KEY STRATEGIES:

- expand Alberta's focus on research, knowledge and technology that results in viable commercial products, processes and services **(AFRD, ED, ENERGY, IS, SRD)**
- encourage the innovative application of new technologies by resource-based industries to sustain future competitiveness and resource bases **(AEDA, AFRD, ED, ENERGY, IS, SRD)**
- encourage the development of private sector product development and testing facilities **(AFRD, ED, IS)**

CORE MEASURE:

BUSINESS INNOVATION

DESCRIPTION	Alberta business use of the Internet as measured by the percentage of Alberta households with at least one member who uses the Internet at work.
TARGET	Alberta business use of the Internet will be among the three highest of the provinces.

goal 10 Alberta's value-added industries will lead economic growth

KEY STRATEGIES:

- use technology in targeted sectors to expand Alberta's value-added industries (**AEDA, AFRD, ED, ENERGY, IS, SRD**)
- expand Alberta's economy by defining and taking action on key science and technology priorities (**ED, ENERGY, IS, SRD**)
- expand in-Alberta opportunities for secondary processing of renewable and non-renewable resources (**AEDA, AFRD, ED, ENERGY, IIR, SRD**)
- facilitate the growth of value-added industries, especially in the agri-food, energy, forestry and information and communication technology sectors (**AAND, AFRD, ED, ENERGY, IIR, IS, SRD**)

CORE MEASURE:

	VALUE-ADDED INDUSTRIES
DESCRIPTION	Percentage of provincial GDP contributed by the manufacturing and knowledge-intensive service industries as proxies for value-added industries in Alberta.
TARGET	Alberta's value-added industries will account for an increasing percentage of provincial GDP.

goal 11 Alberta will have effective and efficient infrastructure

KEY STRATEGIES:

- implement initiatives to ensure effective and innovative capital planning and funding of government supported infrastructure through the government-wide capital planning initiative **(FINANCE, INFRA, TRANS, all ministries)**
- promote cooperative initiatives among business and industry, government and municipalities, authorities and boards to address the need for infrastructure development **(AAND, AEDA, CD, ED, GAMING, INFRA, MA)**
- facilitate trade, investment and economic activity by improving key highway routes, including the North-South Trade Corridor **(IIR, TRANS)**
- work with local governments to strengthen rural and urban transportation partnerships and ensure that Alberta has a safe and efficient system of roads **(MA, TRANS)**
- complete restructuring of Alberta's electric industry and manage the transition to a deregulated market **(ENERGY)**
- protect Alberta's multi-billion dollar investment in physical infrastructure for educational institutions, health care, seniors' and social housing, courts, irrigation, water management, heritage facilities and other government programs through appropriate maintenance and upgrading **(AFRD, CD, ENV, HW, INFRA, LEARN, MA, SENIORS, SRD, TRANS)**
- develop a high speed, provincial technology network that will ensure high speed Internet and wide-area network availability so that all Albertans can access provincial government services **(GS, LEARN, HW, IS, all ministries)**
- develop and implement advanced telecommunications, infrastructure management, and information management systems for improved communications and service delivery **(CD, GS, HW, IS, SG)**

CORE MEASURE:

INFRASTRUCTURE CAPACITY

DESCRIPTION Sufficiency of Alberta's infrastructure system as measured by the ease of traffic flow on Alberta's national highway system, the utilization rate of our export gas pipelines and the level of sponsored research at Alberta's universities.

TARGET 95% of rural sections of the National Highway System at level of service B or better upon completion of the North-South Trade Corridor; export gas pipeline capacity will exceed demand; continue to increase sponsored research at Alberta universities.

goal 12

Alberta will have a financially stable, open and accountable government

KEY STRATEGIES:

- continue to implement current fiscal policies of balancing the budget, orderly paydown of debt, low taxes, targeted spending and capital planning (**FINANCE, all ministries**)
- develop and maintain a long term revenue management framework that meets Alberta's needs and is consistent with Albertans' values (**FINANCE, REVENUE**)
- provide regular reports to Albertans on government goals, as well as financial and non-financial performance results (**all ministries**)
- eliminate unnecessary regulations (**all ministries**)
- provide efficient management of government resources and communications (**FINANCE, INFRA, IS, PAB, PAO, all ministries**)
- improve the efficiency and cost effectiveness of Alberta government administrative services through the Alberta Corporate Service Centre initiative (**all ministries**)
- improve Albertans' access to government information and services through the continued development of an Alberta One-Window initiative (**GS, all ministries**)
- meet Albertans' requested needs for more information on government programs and services, and make it easier for them to give their feedback and opinions (**all ministries**)

CORE MEASURES:

PROVINCIAL CREDIT RATING

DESCRIPTION	Alberta's blended credit rating for domestic debt relative to the other provinces.
TARGET	The highest blended credit rating for domestic debt among the provinces.

ACCUMULATED DEBT

DESCRIPTION	Alberta's accumulated debt, which is the sum of the outstanding consolidated debt of the General Revenue Fund, the debt of the Alberta Social Housing Corporation and the government's liability for school construction.
TARGET	Reduce the March 31, 2000 accumulated debt by at least 13% by 2004-05 and eliminate it no later than 2024-25.

GOVERNMENT ACCOUNTABILITY

DESCRIPTION	Percentage of Albertans aware of the government's financial performance in the past year.
TARGET	80% of Albertans aware of the government's financial performance.

goal 13 Alberta will have a fair and safe work environment

KEY STRATEGIES:

- promote high standards in the workplace for labour relations and workplace health and safety (HRE, PAO)
- support community organizations undertaking educational initiatives that promote fairness and access, and that increase understanding and appreciation of the benefits of Alberta's growing diversity (CD)

CORE MEASURE:

WORKPLACE CLIMATE

DESCRIPTION Alberta's provincial ranking of the number of person-days lost due to work stoppages and due to workplace injury and disease, per 10,000 person-days worked.

TARGET The rate of person-days lost to work stoppages, and workplace injury and disease will be among the three lowest of all the provinces.

goal 14 Alberta businessess will increase exports

KEY STRATEGIES:

- implement Alberta's International Marketing Strategy to focus trade and investment efforts in targeted regions and industries **(AFRD, ED, ENERGY, IIR, IS, LEARN, SRD)**
- improve Alberta's ability to compete and do business in global markets by expanding Albertans' understanding of world languages and cultures **(AEDA, ED, IIR, LEARN)**
- provide Alberta businesses with information/intelligence to identify emerging opportunities and enhance market access **(AFRD, ED, IS)**
- coordinate Alberta's participation in strategic international relationships and agreements with key trading partners **(ED, IIR, IS)**

CORE MEASURE:

	EXPORT TRADE
DESCRIPTION	Alberta's international value-added exports, measured in current dollars. This includes manufactured goods, tourism and other services.
TARGET	Increase international value-added exports to $28.5 billion by the end of 2004.

core business

Preservation ...

The goals for the ***Preservation*** core business reflect the government's priorities for community safety, our renewable resources, the environment, our natural, historical and cultural resources, and Alberta's relations with other levels of government.

goal 15 Alberta will be a safe place to live and raise families

KEY STRATEGIES:

- protect human rights for all Albertans through the resolution of complaints made under the *Human Rights, Citizenship and Multiculturalism Act* (CD)
- protect persons in care by investigating all allegations of abuse in accordance with the *Protection for Persons in Care Act* (CD)
- provide services to victims and ensure victims have a meaningful role in the criminal justice system (JUS, SG)
- review the recommendations arising from the MLA Policing Review (SG)
- explore, refine, and support innovative alternatives to the criminal justice system for vulnerable Albertans (HW, JUS, SG)
- work in partnership with Solicitor General of Canada to develop an implementation plan for a national sex offender registry (SG)
- assist municipalities in preparing for emergencies and responding to major disasters (ENV, MA, SRD)
- protect citizens, assets and infrastructures from terrorist threat or activity by ensuring policies and procedures are in place to implement the Government of Alberta Crisis and Consequence Management Plans (ENERGY, ENV, IIR, INFRA, JUS, MA, SG)
- build capacity in schools and communities to provide safe and caring environments (CS, HW, LEARN, MA)
- improve support for families through family law reform (CS, HRE, JUS)
- investigate marketplace practices and take appropriate enforcement action in support of the *Fair Trading Act* (GS)
- partner with government, consumer groups, business associations and the media to improve consumer education and marketplace awareness (GS)
- improve traffic safety through safer roads, appropriate driver licensing standards, including an impaired driver strategy, education and awareness programs, motor carrier compliance, and monitoring driver fitness and behaviors (JUS/SG, TRANS)
- partner with municipalities and industry to provide an effective and accountable safety codes system for the administration of safety codes and standards (MA)

CORE MEASURE:

	CRIME RATE
DESCRIPTION	Alberta's violent and property crime rates expressed as a percentage of the national rate.
TARGET	Reduce Alberta's crime rates below the national rates by 2005.

goal 16 Alberta's renewable natural resources will be sustained

KEY STRATEGIES:

- provide clear, effective direction and guidelines for the use, management, regulation and development of Alberta's renewable resources **(AFRD, ENERGY, ENV, SRD)**
- reduce the impact of natural hazards such as fire, pests, drought and floods on property, people, and resources **(AFRD, ENV, SRD)**
- implement a long-term, environmentally-sustainable approach to agriculture and forest industry development that supports stable economic growth **(AFRD, IS, SRD)**

CORE MEASURES:

RENEWABLE RESOURCE SUSTAINABILITY

DESCRIPTION Timber sustainability compares the annual timber harvests with the long-term sustainable annual allowable cut. Land quality measures the annual provincial crop yield per acre converted to a standard base of tonnes per acre of wheat.

TARGET Keep timber harvests at or below the annual allowable cut. Achieve sustainable crop yields of 0.92 tonnes per acre by 2004.

goal 17 The high quality of Alberta's environment will be maintained or enhanced

KEY STRATEGIES:

- ensure standards are acceptable to maintain the quality of air, land, water and ecosystems **(ENV, SRD, TRANS)**
- ensure public accountability for environmental management by clearly defining roles and responsibilities of federal and provincial governments, as well as industry **(AEDA, ENERGY, ENV, IIR, SRD)**
- provide predictable, consistent, and streamlined regulations for land use and resource management **(AEDA, ENERGY, ENV, SRD)**
- maintain current levels of public safety, resources, conservation and environmental protection through effective environmental monitoring and enforcement programs **(AFRD, ENERGY, ENV, SRD)**
- reduce Alberta's greenhouse gas emissions by developing climate change policies and programs while maintaining Alberta's economic advantage **(ENV)**

CORE MEASURES:

AIR QUALITY

DESCRIPTION	Index of outdoor concentrations of five major air pollutants monitored at eight stations across the province.
TARGET	Maintain air quality levels that are considered 'good' or 'fair' at all times.

WATER QUALITY

DESCRIPTION	Index of four variable components (metals, nutrients, bacteria, and pesticides) tested monthly at two locations for each of the province's six major river systems.
TARGET	Bring river water quality downstream of developed areas in line with upstream conditions, while maintaining overall river water quality.

LAND QUALITY

DESCRIPTION	Measure of the annual provincial crop yield per acre converted to a standard base of tonnes per acre of wheat.
TARGET	Achieve sustainable crop yields of 0.92 tonnes per acre by the year 2004.

goal 18 Albertans will have the opportunity to enjoy the province's natural, historical and cultural resources

KEY STRATEGIES:

- support and encourage the development of sport and recreation, arts, libraries and culture as essential characteristics in Alberta's quality of life (CD, GAMING)
- preserve, protect and present Alberta's unique history and culture through programs, exhibits, historic sites and museums and interpretive centres (CD)
- coordinate and support a province-wide library system and continue the development and long-term sustainability of the Alberta Public Library Electronic Network (CD)
- protect and manage Alberta's parks and protected areas (CD, SRD, TRANS)
- improve Albertans' understanding of their environment (CD, ENV, SRD)
- provide Albertans with opportunities to contribute to environmental protection and natural resource management (CD, ENV, SRD)

CORE MEASURE:

HERITAGE APPRECIATION

DESCRIPTION	Reports annual visitations to provincial parks and recreation areas and to provincially-owned historic sites, museums and interpretive centres.
TARGET	99% satisfaction of visitors with their experiences at provincially-owned historic sites, museums and interpretive centres. Target for provincial parks and recreation areas to be determined once baseline is established.

goal 19 Alberta will work with other governments and maintain its strong position in Canada

KEY STRATEGIES:

- improve fiscal arrangements to ensure that federal revenues are shared fairly among the provinces **(FINANCE, IIR)**
- ensure Alberta's interests are represented and protected in key federal programs and initiatives, and interprovincial and international negotiations **(IIR)**
- work in partnership with local governments to promote healthy and sustainable communities throughout Alberta **(CD, ED, MA, GAMING)**
- work in partnership with municipalities to clarify roles and responsibilities **(MA)**
- continue to promote a strong and united Canada **(all ministries)**

CORE MEASURE:

INTERGOVERNMENTAL RELATIONS

DESCRIPTION	Results of national opinion poll surveying the views of Canadians regarding the performance of their provincial and federal governments in various areas of governance.
TARGET	Maintain the Alberta government's public approval rating in federal-provincial relations equivalent to the average approval rating of the four nearest provinces.

The next four pages present the four priority cross-ministry initiatives the government has chosen to highlight in the 2002-05 Government Business Plan.

These types of initiatives require a corporate focus in order to be addressed effectively.

HEALTH SUSTAINABILITY INITIATIVE

Purpose: To enhance the sustainability of the health care system now and in the future by strengthening collaboration and coordination across Ministries.

Related Government Business Plan Goals:

Goal 1 - Albertans will be healthy.
Goal 5 - Albertans unable to provide for their basic needs will receive help.
Goal 12 - Alberta will have a financially stable, open and accountable government.

Ministry Champions:

Health and Wellness, Seniors, Finance

Objective: *Collaborative government response to the recommendations in the Premier's Advisory Council on Health report that would benefit from a cross-ministry approach.*

Work collaboratively on recommendations related to health promotion/disease prevention, healthy aging, early childhood development and incentives to stay healthy. Address relevant barriers that may impede success of other recommendations, (for example, conflicting policies between Ministries), as identified by the PACH Implementation Team.

Targets:

- Policy framework developed by October 2002, with 10 year health objectives and targets for diabetes, obesity, physical activity, chronic heart and lung disease, substance abuse and accident injury.
- Healthy Aging and Seniors Wellness Framework integrated into the Regional Health Authority 10-Year Continuing Care Service Plans due July 2002.
- Early childhood development indicators focused on the determinants of health, implemented by October 2002.
- Early childhood development strategies integrated into the 2003-06 business plans of Ministries and Authorities.
- Coordinated health education and information campaign developed by June 2002.
- Non-financial health incentives for individuals and communities identified by September 2002.
- Legislation introduced in spring 2003, to address the government direction in response to recommendations from the low income review.
- Other recommendations from the PACH referred to the Implementation Team that could benefit from cross-ministry collaboration, acted upon as appropriate.

Objective: *Develop joint strategic capital priorities that support health sustainability within available resources.*

Review funding alternatives for major health capital needs. Work with Health Authorities to update regional capital plans, including supportive living and long-term care plans, to ensure they identify operational implications and support provincial strategic priorities.

Targets:

- Strategic capital priorities defined by June 2002.
- Forecasts on future service needs for long-term care facilities and supportive living options coordinated between Ministries by December 2002.
- Barriers identified and plan developed by December 2002 to facilitate the expansion of supportive living options.
- Alternative funding mechanisms reviewed for major capital health initiatives, including public/private partnerships, private sector funding and leasing strategies, by June 2002.
- The utilization and roles of existing facilities reviewed by fall 2002, in the context of the report from the Premier's Advisory Council on Health.

ALBERTA CHILDREN AND YOUTH INITIATIVE

Purpose: Support the healthy development of Alberta's children and youth through the joint efforts of provincial government ministries, local boards and authorities, families and communities.

Related Government Business Plan Goals:

Goal 2 - Our children and youth will be well cared for, safe, successful at learning and healthy
Goal 3 - Alberta students will excel
Goal 5 - Albertans unable to provide for their basic needs will receive help
Goal 6 - The well being and self-reliance of Aboriginal people will be comparable to that of other Albertans
Goal 15 - Alberta will be a safe place to live and raise families

Ministry Champions:

Children's Services, Learning

Objective: *Families with children and youth with complex special needs (developmental, physical health and/or mental health) will benefit from a co-ordinated cross-ministry approach to providing services.*

Implement an integrated system of ministry mandates, policies, information sharing protocols, and resolution mechanisms to enable the effective management of complex high cost cases. Identify a process for regional joint management and accountability of services for children and youth with complex special needs. Over the long term, children and youth with complex needs and their families will benefit from coordinated long-term service plans, and families will be well informed and involved in determining necessary supports and services.

Targets:

- Draft report for management of complex high cost cases completed
- Provincial policy framework developed
- 75% of regions report that a collaborative regional planning process is in place for children and youth with complex needs

---

Objective: *Youth are supported and assisted in making a successful transition into adulthood.*

Realign support systems, including policies and practices, to minimize barriers to youth successfully transitioning to adulthood, and increase mentoring opportunities for high risk youth transitioning to adulthood. Over the long term, an increased percentage of youth (15-24 years) will be either enrolled in educational programs or employed.

Targets:

- 100% of partnering ministries review policies
- Policy recommendations developed
- Implementation of approved policies
- Minimum of 10 communities report a collective increase of 300 adult mentors willing to mentor young people

---

Objective: *Aboriginal children and youth are provided services for a healthy start in life and are supported through to a successful transition to adulthood.*

By working with Aboriginal communities, enhance services available to Aboriginal children and youth, through improved coordination of services among provincial government ministries, the federal government, service providers and Aboriginal communities. Over the long term, the health status and educational achievement of Aboriginal children will improve and the Aboriginal youth suicide rate will be reduced.

Targets:

- Consult with Elders to enhance the Aboriginal component of programs to support Aboriginal youth leaving prostitution
- Program enhancements developed for Aboriginal youth leaving prostitution in at least 3 sites
- Provincial strategy to address Aboriginal youth suicide developed
- Implement at least 10 programs in Aboriginal communities that promote the healthy birth and development of Aboriginal children

---

Objective: *Duplication of partnerships at the regional level are minimized and a transition process of ACYI initiatives to communities established.*

Improve the efficiency of service delivery by streamlining existing partnerships, administrative and accountability requirements for ACYI initiatives, and by developing a transition strategy for the long-term management of existing ACYI initiatives at the community level. Over the long term, integrated planning of children and youth initiatives at the regional level will be strengthened.

Targets:

- 70% of the regions report that streamlining has enabled consolidation of ACYI partnerships at the regional level
- 75% of ACYI strategies have transitional plans developed for community management (e.g., Student Health Initiative)

2002-03 CROSS-MINISTRY INITIATIVE

ECONOMIC DEVELOPMENT STRATEGY

Purpose: A future of opportunity in a province that's unmatched through ministries working together with business, industry, communities, other governments and public institutions, employees and other stakeholders.

Related Government Business Plan Goals:

Goal 7 - Alberta will have a prosperous economy.

Ministry Champions:

Economic Development, Human Resources and Employment, and Learning

---

Objective: *Continue to implement Alberta's economic strategy as outlined in "Get Ready Alberta".*

The momentum of Alberta's economy is sustained by focusing on innovation, learning, competitiveness and quality of life.

Targets:

- Alberta SuperNet will be available to 133 communities and 968 schools, hospitals, libraries and provincial government buildings
  (this represents 31% of communities and 23% of public buildings targeted over the three year construction period).
- Increase the level of investment in Research and Development to $1.4 billion.
- Grow employment in the information and communications technology industry by 5000 new jobs.
- 33% of Albertans participating in post-secondary education.
- 72% high school completion rate.
- 25% of high school and post-secondary students enrolled in a second language.
- 80% of participants in employment training indicate they obtained an improved education or skill level.
- 25,000-30,000 new jobs.
- Accumulated debt (less cash set aside for future debt repayments) reduced to $5.8 billion by March 31, 2003.
- Value-added international exports: $23.6 billion.
- 77% of the North-South trade corridor (BC border west of Grande Prairie to Coutts) is open to four-lane traffic.
- Tourism revenues: $4.4 billion.
- % of Albertans rating their health status as excellent or very good continues to exceed the national average.
- 97% of municipalities connected to the Internet and community network.
- Person days lost due to workplace injury and illness ranked among the three lowest provinces in Canada.
- The gap between Alberta police reported crime rate and national rate per 100,000 population reduced by 2%.

Objective: *Develop a broadly based, versatile economy by further diversifying Alberta's economic sectors.*

Alberta's economy will be broadened and diversified through the development and implementation of a value-added strategy. Strategies pursued include expanding the marketplace for value-added products and services; facilitating investment in value-added industries; promoting the development of value-added industries in regions throughout the Province; increasing the competitiveness of Alberta's value-added industries and encouraging the use of new technologies in resource-based industries.

Targets:

- An Alberta value-added strategy developed and implementation initiated.
- Increase the proportion of employment in Alberta's value-added manufacturing and professional, scientific and technical services to 16.4% of total employment.
- Value-added economic sectors' share of GDP: Under development.

Objective: *A collaborative approach to regional economic development that builds on regional goals, priorities and strengths.*

Endorsement of Concept Plan to develop a collaborative framework to assist regions to identify and pursue regional economic opportunities will be sought and an Action Plan to incorporate the initiative into department business plans developed.

Targets:

- 76% of users are satisfied with information and advice received about the Regional Partnerships Services Program.
- Strengthen regional economic development alliances: Under development.
- Meet performance measures established in the Action Plan: Under development.
- Increase government collaboration in regional economic development alliances: Under development.

Objective: *A sufficient supply of skilled labour to meet Alberta's economic growth.*

Labour supply needs are to be addressed by increasing the skill and knowledge level of Albertans, the mobility of labour within Canada, and the number of immigrants to Alberta.

Targets:

- 90% of the population aged 25-34 have a high school education.
- 58% of the population aged 25-34 have a post secondary education.
- 85% of employers are satisfied with the skills of post-secondary graduates.
- The number of occupations with an unemployment rate of less than 3% is 22.
- The annual net population inflow to Alberta is 32,000.
- The labour force participation rate remains the highest among all provinces in Canada.

During 2002-03, the outcome measures of the initiative will be reviewed and targets to 2010 established.

ABORIGINAL POLICY INITIATIVE

Purpose: To improve the well-being and self-reliance of Aboriginal people and clarify federal, provincial and Aboriginal roles and responsibilities.

Related Government Business Plan Goals:
Goal 6 - The well-being and self-reliance of Aboriginal people will be comparable to that of other Albertans.

Ministry Champions:
Aboriginal Affairs and Northern Development, Justice and Children's Services

---

Objective: *Improve the health status and well-being of Aboriginal people.*

Improve access by Aboriginal people to health services. Improve the identification and treatment of disease.

10 Year Target: *By 2010, reduce by one year, the difference in life expectancy between Registered Indians in Alberta and all Albertans.*

Targets:
- Implement 3 to 4 additional addictions initiatives in Aboriginal communities.
- Implement 2 Early Childhood Development Initiatives for children and families and a Mental Wellness Health Promotion campaign in Aboriginal communities.
- Increase the number of Aboriginal children who are permanently placed and the number of children returned to community care by an additional 10%.
- Develop baseline data on a range of health utilization indicators to provide annually updateable data to measure improvements in health status among Registered Indians.
- Improve the identification of diabetes and reduce complications (blindness, amputations and renal failure) among Registered Indians.
- Increase the number of on-going community-based Aboriginal health projects by 8%.
- Develop reporting methodology and report on fire statistics for Aboriginal communities.
- Increase the number of Aboriginal communities with active Youth Justice Committees by 15%.

Objective: *Support life-long learning opportunities for Aboriginal people and promote appreciation of Aboriginal cultures.*

Increase the educational attainment of Aboriginal students attending provincially supported educational institutions.

10 Year Target: *By 2010, the percentage of Aboriginal learners 15 years of age or older with high school completion will be 60% and 30% with post-secondary completion (comparable 1996 percentages were 52.2 and 24.9 respectively).*

Targets:
- Increase the number of Aboriginal students attending selected post-secondary institutions by an additional 2%.
- Increase the percentage of Aboriginal students (with Registered Indian Status attending Alberta school jurisdictions under tuition agreements) achieving the Acceptable Standard on Grade 3, 6 and 9 Achievement Tests by 1%.
- Increase the total value of bursaries and the number of recipients of the Aboriginal Health Careers Bursary by an additional 8%.
- Work with Aboriginal communities and education providers on voluntary data collection.
- Collect baseline data on appreciation of Aboriginal culture at select Alberta parks and cultural facilities.

Objective: *Increase the participation by Aboriginal people in the Alberta economy.*

Encourage partnerships among Aboriginal communities/organizations, governments, industry and other stakeholders, to increase the participation by Aboriginal people in employment training and capacity building and entrepreneurship opportunities.

10 Year Target: *By 2010, the difference in employment rates of Aboriginal Albertans and other Albertans will be less than 10 percentage points.*

Targets:
- Initiate 5 additional projects to provide training leading to employment in natural resource industries.
- Establish and implement apprenticeship projects for Aboriginal people in two additional communities by March 31, '03.
- Subject to demonstrated capacity, 100% of transportation and water projects being undertaken on First Nation reserve or Metis Settlement land will include an Aboriginal content clause for the supply of labour, equipment or material.
- Implement a pilot project with Statistics Canada to generate Aboriginal-specific Labour Force Survey data.
- Increase to 10 the number of Aboriginal organizations participating in Regional Economic Development Alliances.
- Initiate an additional 3 to 5 capacity building pilot projects with Aboriginal communities and other partners.

Objective: *Clarify federal/provincial/Aboriginal roles and responsibilities.*

Support the Alberta/Canada Partnership Forum with Aboriginal participation to develop collaborative projects.

Targets:
- Produce a strategic overview of Aboriginal participation in the Alberta economy by September 30, 2002.
- Develop draft consultation policy and guidelines for consideration by Cabinet by November 30, 2002.
- Develop oil and gas consultation guidelines by March 31, 2003.

Ministry Business Plans

BUDGET 2002

THE RIGHT DECISIONS FOR CHALLENGING TIMES

Table of Contents

Business Plan Contacts 39
Aboriginal Affairs and Northern Development 41
Agriculture, Food and Rural Development 57
Children's Services 69
Community Development 85
Economic Development 101
Energy 117
Environment 133
Executive Council 149
Finance 157
Gaming 173
Government Services 187
Health and Wellness 201
Human Resources and Employment 217
Infrastructure 233
Innovation and Science 249
International and Intergovernmental Relations 265
Justice 275
Learning 291
Municipal Affairs 305
Revenue 317
Seniors 327
Solicitor General 341
Sustainable Resource Development 355
Transportation 369

Business Plan Contacts

Aboriginal Affairs and Northern Development
Phone: (780) 427-9448 (John McDonough)
Fax: (780) 427-4019
E-mail: john.mcdonough@gov.ab.ca
Web Site: http://www.aand.gov.ab.ca

Agriculture, Food and Rural Development
Phone: (780) 427-2151 (Faye Rault)
Fax: (780) 422-6529
E-mail: faye.rault@gov.ab.ca
Web Site: http://www.agric.gov.ab.ca/

Children's Services
Phone: (780) 422-7960 (Randy Petruk)
Fax: (780) 422-0912
E-mail: randy.petruk@gov.ab.ca
Web Site: http://www.gov.ab.ca/cs

Community Development
Phone: (780) 427-6417 (Judith Barlow)
Fax: (780) 422-3142
E-mail: judith.barlow@gov.ab.ca
Web Site: http://www.gov.ab.ca/mcd/

Economic Development
Phone: (780) 427-4909 (Taras Nohas)
Fax: (780) 415-1086
E-mail: taras.nohas@gov.ab.ca
Web Site: http://www.alberta-canada.com

Energy
Phone: (780) 422-3667 (Charlotte Moran)
Fax: (780) 422-0698
E-mail: charlotte.moran@gov.ab.ca
Web Site: http://www.energy.gov.ab.ca

Environment
Phone: (780) 427-2234 (Keith Leggat)
Fax: (780) 422-5136
E-mail: keith.leggat@gov.ab.ca
Web Site: http://www3.gov.ab.ca/env/

Executive Council
Office of the Premier/Executive Council
Phone: (780) 427-1076 (Dru Mason)
Fax: (780) 427-0305
E-mail: drury.mason@gov.ab.ca
Web Site: N/A

Public Affairs Bureau
Phone: (780) 422-4097 (Elaine Dougan)
Fax: (780) 422-4168
E-mail: elaine.dougan@gov.ab.ca
Web Site: http://www.gov.ab.ca/pab/

Finance
Phone: (780) 422-5439 (Colleen Kroening)
Fax: (780) 427-0178
E-mail: colleen.kroening@gov.ab.ca
Web Site: http://www.finance.gov.ab.ca

Gaming
Phone: (780) 447-8975 (Lana Lougheed)
Fax: (780) 447-8933
E-mail: lana.lougheed@aglc.gov.ab.ca
Web Site: http://www.gaming.gov.ab.ca

Government Services
Phone: (780) 415-6051 (Megan Parker)
Fax: (780) 422-8621
E-mail: megan.parker@gov.ab.ca
Web Site: http://www.gov.ab.ca/gs

Business Plan Contacts

Health and Wellness
Phone: (780) 427-7164 (Communications Branch)
Fax: (780) 427-1171
E-mail: ahinform@health.gov.ab.ca
Web Site: http://www.health.gov.ab.ca

Human Resources and Employment
Phone: (780) 422-5081 (Emmy W. Mukasa)
Fax: (780) 415-0070
E-mail: emmy.mukasa@gov.ab.ca
Web Site: http://www.gov.ab.ca/hre

Infrastructure
Phone: (780) 415-0678 (Roberta Killips)
Fax: (780) 422-0232
E-mail: roberta.killips@gov.ab.ca
Web Site: http://www.infras.gov.ab.ca

Innovation and Science
Phone: (780) 427-2649 (Ray Bassett)
Fax: (780) 427-8448
E-mail: ray.bassett@gov.ab.ca
Web Site: http://www.innovation.gov.ab.ca

International and Intergovernmental Relations
Phone: (780) 422-0964 (Paul Whittaker)
Fax: (780) 427-0939
E-mail: paul.whittaker@gov.ab.ca
Web Site: http://www.iir.gov.ab.ca

Justice
Phone: (780) 422-2640 (Stephen Gauk)
Fax: (780) 427-6002
E-mail: stephen.gauk@gov.ab.ca
Web Site: http://www.gov.ab.ca/just

Learning
Phone: (780) 427-5634 (Michele Kirchner)
Fax: (780) 422-0880
E-mail: michele.kirchner@gov.ab.ca
Web Site: http://www.learning.gov.ab.ca

Municipal Affairs
Phone: (780) 427-2279 (Joan Armstrong)
Fax: (780) 422-4923
E-mail: joan.armstrong@gov.ab.ca
Web Site: http://www.gov.ab.ca/ma

Revenue
Phone: (780) 422-5439 (Colleen Kroening)
Fax: (780) 427-0178
E-mail: colleen.kroening@gov.ab.ca
Web Site: http://www.revenue.gov.ab.ca

Seniors
Phone: (780) 427-2705 (David Arsenault)
Fax: (780) 427-1689
E-mail: dave.arsenault@gov.ab.ca
Web Site: http://www.seniors.gov.ab.ca

Solicitor General
Phone: (780) 422-2640 (Stephen Gauk)
Fax: (780) 427-6002
E-mail: stephen.gauk@gov.ab.ca
Web Site: http://www.gov.ab.ca/just

Sustainable Resource Development
Phone: (780) 415-8832 (Daphne Cheel)
Fax: (780) 415-9669
E-mail: daphne.cheel@gov.ab.ca
Web Site: http://www3.gov.ab.ca/srd/index.html

Transportation
Phone: (780) 415-0678 (Roberta Killips)
Fax: (780) 422-0232
E-mail: roberta.killips@gov.ab.ca
Web Site: http://www.trans.gov.ab.ca

Aboriginal Affairs and Northern Development

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 26, 2002 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

Pearl Calahasen

Pearl Calahasen, *Minister of Aboriginal Affairs and Northern Development*
February 26, 2002

INTRODUCTION

The new Ministry of Aboriginal Affairs and Northern Development (AAND) was formed on March 15, 2001. The Ministry is responsible for the development, coordination and implementation of cross-ministry policies and strategies respecting Aboriginal and Northern issues as well as the implementation of specific Aboriginal and Northern initiatives. The Ministry is a symbol of the importance of Alberta's relationship with Aboriginal people. The Ministry will focus on implementing the Aboriginal Policy Framework, which sets out the long-term structure for existing and new Government of Alberta policies to address First Nation, Metis and other Aboriginal issues in Alberta. The Aboriginal Policy Initiative is a cross-ministry initiative for 2002-03; it sets strategies and targets for the coming year. A Northern Alberta Development Strategy is being developed to coordinate provincial strategies and initiatives to advance the economic, business and social concerns of the North.

METIS SETTLEMENTS

The Metis Settlements Transition Commission (MSTC) and the Metis Settlements Appeal Tribunal (MSAT) report to the Minister but are not part of the Ministry. MSTC was established by legislation to assist Metis Settlements towards achieving self-regulation and self-reliance. With Settlement governments improving their state of self-regulation and self-reliance, it is expected that the Commission will be discontinued at March 31, 2002. The Ministry will work with the Metis Settlements General Council during this transition and will assume some of the MSTC functions during this business plan cycle.

MSAT is a quasi-judicial body, established by the Metis Settlements Act, to hear appeals between Settlement members and Councils in areas pertaining to land and membership. MSAT is comprised of appointees by the Metis Settlements General Council and the Government of Alberta. The Chairman is appointed by the Minister from a list of nominees submitted by the General Council.

NORTHERN ALBERTA DEVELOPMENT COUNCIL

To ensure that the interests of Northern Albertans are given prominence, the Northern Alberta Development Council (NADC) reports through Council Chair Gary Friedel, MLA, Peace River, to the Minister of Aboriginal Affairs and Northern Development. Northern economic development, particularly the growth of the oil sands, is a primary driver of the Alberta economy. AAND and the NADC will advocate on behalf of Northerners and work with other Ministries to develop, coordinate and implement strategies to take advantage of the economic, business and social opportunities in the North.

MINISTRY

The immediate task of the new Ministry has been to combine operations to better assist and support Aboriginal people and the people of Northern Alberta in achieving our mutual goals. The effect of such efforts culminates in our second and fully integrated business plan. We will continue to build on our experiences and lessons learned as we focus on the collective vision for the Ministry.

The Ministry's four core businesses, seven goals and associated strategies encompass the activities of the department as well as the NADC. For its own purposes, the NADC produces a more detailed business plan, which can be found on its website (http://www.gov.ab.ca/nadc).

VISION

An Alberta where self-reliant Aboriginal people and Northern Albertans are recognized as leading contributors to and participants in the Alberta Advantage which includes understanding of and respect for Aboriginal cultures.

MISSION

The Ministry's mission is to:

- raise awareness of Aboriginal and Northern perspectives and issues,
- promote government-wide strategies,
- provide specific initiatives to improve the well-being and self-reliance of Aboriginal people and Northern Albertans, and
- advance the development of Aboriginal communities and Northern Alberta.

CORE VALUES

At Aboriginal Affairs and Northern Development our core values include:

- Collaboration
- Commitment
- Ethical Conduct
- Innovation
- Learning
- Professionalism
- Respect
- Self-reliance
- Sustainability
- Teamwork

We respect and value the cultures of the diverse First Nation, Metis, and other Aboriginal communities and the commitment of Aboriginal people to advancing the well-being of present and future generations.

We respect and value the diversity of Northern Alberta communities and the commitment of Northern people to the advancement of Alberta's North.

CORE BUSINESS

The government's priority commitment to Aboriginal people and Northern Albertans is reflected in the creation of the Ministry of Aboriginal Affairs and Northern Development.

Strengthening Relationships: The Government Of Alberta's Aboriginal Policy Framework is the keystone policy to implement the core businesses relating to Aboriginal people in Alberta. The Framework establishes principles and commitments to action for all Ministries to address Aboriginal issues in their business plans and report progress in their annual reports. Ministries will work in partnership with First Nations, Metis and other Aboriginal communities, organizations, and people as well as with other governments, industry and other interested parties to facilitate the participation of First Nations, Metis and other Aboriginal people in the life and economy of Alberta.

The Ministry will. . .

- Promote and facilitate effective relations between the Province and First Nation and Metis Settlement governments, First Nation and Metis organizations, businesses and people, as well as with Northern Alberta municipalities, businesses and people.
- Manage the Province's legal and constitutional obligations with respect to First Nations, Metis and other Aboriginal people.

- Assist the ongoing development of accountable, self-administering, self-regulating, and self-reliant Metis Settlement governments.
- Promote and coordinate the economic and social development of Aboriginal and Northern communities.

The following ongoing initiatives relate to our four core businesses.

CORE BUSINESS	ONGOING INITIATIVES
Promote and facilitate effective relations between the Province and First Nation and Metis Settlement governments, First Nation and Metis organizations, businesses and people, as well as with Northern Alberta municipalities, businesses and people.	◆ Advising and working with other Ministries to implement the Aboriginal Policy Framework through the development of policies, strategies and initiatives to improve the well-being and self-reliance of Aboriginal people. ◆ Leading and coordinating the Province's 2002-03 cross-ministry Aboriginal Policy Initiative. ◆ Coordinate the Province's role in the 1999 Alberta / Metis Nation of Alberta Association Framework Agreement. ◆ Advising government on opportunities and issues regarding Northern and Aboriginal people. ◆ Providing information, strategic advice and policy analysis to Alberta ministries, and other partners on Aboriginal and Northern issues.
Assist the ongoing development of accountable, self-administering, self-regulating, and self-reliant Metis Settlement governments.	◆ Pursuant to legislation, fund the Metis Settlements. ◆ Pursuant to legislation, fund the Metis Settlements Appeal Tribunal. ◆ Work with the Metis Settlements General Council in reallocating the functions of the Metis Settlements Transition Commission. ◆ Maintain the Metis Settlements Land Registry.
Manage the Province's legal and constitutional obligations with respect to First Nations, Metis and Aboriginal people.	◆ Settling claims for which the Province has a responsibility. ◆ Representing Provincial interests in litigation against the Crown.

CORE BUSINESS	ONGOING INITIATIVES
Promote and facilitate the economic and social development of Aboriginal and Northern communities.	◆ Promoting practical measures to foster and advance Northern and Aboriginal social and economic development. ◆ Leading and facilitating Alberta's Aboriginal strategies through discussions with Aboriginal communities, the private sector and other government partners. ◆ Leading, facilitating and coordinating Alberta's Northern Development strategies through discussions with communities, the private sector and other partners. ◆ Increasing Aboriginal and Northern participation in the Alberta Advantage through the identification of opportunities and development of partnerships with communities, the private sector, the federal government, other governments and partners. ◆ Brokering services from other departments, agencies and businesses to address barriers to development encountered by Northern and Aboriginal communities. ◆ Promoting awareness and recognition of the contribution of Northern and Aboriginal people to the Alberta economy.

STRENGTHENING RELATIONSHIPS

At Aboriginal Affairs and Northern Development we work with:

- Aboriginal governments/communities/organizations,
- Northern communities/municipal governments,
- Private organizations, industry, businesses,
- Other Alberta Ministries, and
- Other governments - federal/provincial/territorial.

AAND works on a government-to-government basis with First Nations and Metis Settlements.

The Ministry works with Aboriginal and Northern communities, businesses and individuals to identify Aboriginal and Northern issues. It raises awareness, identifies and works toward solutions to the barriers faced by these communities. The Ministry works with Aboriginal and Northern communities and organizations to ensure their views are represented to the Alberta government.

The Ministry also works with other Alberta ministries to ensure that they are aware of the issues of Northerners and Aboriginal people and assists in the development of policies and strategies to address these needs and concerns. Activities include providing guidance on appropriate protocol and discussion strategies with Aboriginal communities, as well as knowledge of and sensitivity to Aboriginal cultures.

The Ministry has a strong commitment to teamwork, both within the organization and in partnership with other ministries, industries, communities and governments. The Ministry recognizes that building cooperative relationships within government as well as with Aboriginal governments, organizations, communities and other partners is critical to achieving its mission.

CONTRIBUTIONS TO GOVERNMENT BUSINESS PLAN (GBP)

GBP CORE BUSINESS

AAND's business plan is aligned with each of the goals of the Government of Alberta's core businesses of People, Prosperity and Preservation.

GBP GOALS

While a key focus of the Ministry is on Goal 6, the Ministry's mission in addressing Aboriginal and Northern issues relates to 14 of 19 Government of Alberta Business Plan Goals.

People

◆ Goal 1	Albertans will be healthy.
◆ Goal 2	Our children will be well cared for, safe, successful at learning and healthy.
◆ Goal 4	Albertans will be independent
◆ Goal 6	The well-being and self-reliance of Aboriginal people will be comparable to that of other Albertans.

Prosperity

◆ Goal 7	Alberta will have a prosperous economy.
◆ Goal 8	Alberta's workforce will be skilled and productive.
◆ Goal 9	Alberta businesses will be increasingly innovative.
◆ Goal 10	Alberta's value-added industries will lead economic growth.
◆ Goal 11	Alberta will have an effective and efficient infrastructure.

Preservation

◆ Goal 15	Alberta will be a safe place to live and raise families.
◆ Goal 16	Alberta's renewable natural resources will be sustained.
◆ Goal 17	The high quality of Alberta's environment will be maintained or enhanced.

- Goal 18 Albertans will have the opportunity to enjoy the Province's natural, historical and cultural resources.
- Goal 19 Alberta will work with other governments and maintain its strong position in Canada.

The scope of the Ministry's mission and tasks is extensive. In carrying out its mission, AAND works collaboratively with all ministries as well as its other partners.

GBP ABORIGINAL POLICY INITIATIVE

In partnership with Justice and Children's Services, the Ministry leads the overall coordination and implementation of the Aboriginal Policy Initiative. AAND, Justice and Children's Services will work with other Ministries to implement the cross-ministry strategies and targets for 2002-2003. This initiative is a long-term commitment by the Government of Alberta to improving the well-being and self-reliance of Aboriginal people and to clarifying federal, provincial and Aboriginal roles and responsibilities.

OTHER GBP PRIORITY POLICY CROSS-MINISTRY INITIATIVES

AAND works actively on the continuing priority policy cross-ministry initiatives (the Economic Development Strategy and the Alberta Children and Youth Initiative) to facilitate and support the development of Aboriginal and Northern initiatives and strategies.

The challenges that have resulted in the new Health Sustainability Initiative have important implications for Alberta's ability to respond to other issues. The Health Sustainability Initiative is particularly relevant to AAND, since Aboriginal people face excessively high health risks. AAND will work with other Ministries in the development of innovative and appropriate strategies to reduce the health risks to Aboriginal people and other Albertans and thereby help to control health spending.

AAND's participation in all priority policy initiatives provides further opportunities to assess and advise on gaps and overlaps with respect to Aboriginal and Northern issues.

GBP KEY ADMINISTRATIVE INITIATIVES

The activities of AAND are aligned with each of the Key Administrative Initiatives.

AAND works with the Alberta Corporate Service Centre to achieve efficiencies in Ministry services. AAND shares strategic corporate services, including the Senior Financial Officer and Chief Information Officer, with International and Intergovernmental Relations.

AAND is working towards completion of its Business Resumption Plan with the assistance of Disaster Services in response to the Auditor General's 2000-01 Annual Report recommendation.

Through the Corporate and Ministry Human Resource Development Strategies, AAND is developing strategies to ensure staff is knowledgeable, skilled and effective. AAND partners with Alberta Learning for its strategic human resource planning and programs.

AAND works with the Corporate Information Management/Information Technology Strategy to ensure the cost-effective use of technology to enhance business outcomes.

The Ministry is committed to the Alberta One-Window Initiative. AAND is also working with Innovation and Science to provide high-speed cable access to Aboriginal and Northern communities. AAND will develop its web site to link with Aboriginal programs and services across governments, non-government organizations and the private sector.

OTHER CROSS-MINISTRY INITIATIVES

AAND is also involved in many other cross-ministry initiatives including: Seniors Policy, Mental Health and Justice, Water Strategy, Sustainable Resource Strategy, Provincial/Municipal Roles and Responsibilities, Fetal Alcohol Syndrome/Effects, Children's Mental Health, Protection of Children Involved in Prostitution, Homelessness, Student Health, Low Income Review and the review of the federal-provincial Administrative Reform Arrangement.

The NADC is involved in cross-ministry initiatives that include water quality, transportation and infrastructure, value-added agriculture, tourism development and other social and educational priorities.

AAND'S ROLE IN THE DEVELOPMENT OF THE NORTHERN ALBERTA ECONOMY

Northern Alberta includes 60% of Alberta's land mass with only 10% of the Province's population. It is resource rich, with 90% of Alberta's forests, nearly 40% of Alberta's conventional oil and gas activity, and 20% of Alberta's agricultural land. The North has all of Canada's oil sands development. The North is key to the Province's current and future prosperity.

AAND works with Northern and Aboriginal governments and communities throughout this resource-rich area to facilitate economic development. AAND's activities include the effective management of litigation and land claims. However, future success will depend on appropriate policy development and working relationships that facilitate Aboriginal participation in the economy, including the development of a skilled Aboriginal workforce and businesses.

REGULATORY REVIEW

Since the formation of the Ministry in March 2001, AAND has had one outstanding regulation to review. Aboriginal Affairs and Northern Development Grants 354/86 was repealed and replaced by AR 4/2002 on January 23, 2002.

The following regulations are exempt from the Regulatory Review until 2005:

- Land Interest Conversion 362/91
- Metis Settlements Election 145/93
- Metis Settlements Land Registry 361/91

- Metis Settlements Subdivision 363/91
- Transitional Membership 337/90

GOALS AND STRATEGIES

GOAL 1 TO LEAD OR SUPPORT THE IMPLEMENTATION OF COMMITMENTS TO ACTION IN THE ABORIGINAL POLICY FRAMEWORK.

Strategies

- Work with other Ministries to identify and support the implementation of strategies related to the Aboriginal Policy Framework through the cross-ministry Aboriginal Policy Initiative and other policy and program initiatives.
- Work with other Ministries, through the Aboriginal Policy Initiative, to identify and address gaps and overlaps in services to Aboriginal communities.
- Work with Aboriginal communities, other Ministries, industry and, where appropriate, other partners to initiate Aboriginal capacity building projects in specific Aboriginal communities to strengthen the capacity of those communities to participate in social and economic opportunities.
- Work with Aboriginal communities, other Ministries, industry and, where appropriate, other partners to establish economic development, training, employment and business strategies and projects to enable Aboriginal people and communities to access economic and other opportunities.
- Work with provincial Ministries and Statistics Canada to undertake a pilot project to assess the feasibility of generating Aboriginal-specific data in a future Alberta Labour Force Survey.
- Continue to manage and evaluate consultation pilots to develop consultation guidelines with respect to development on Crown land.
- With other appropriate Ministries, the federal government and industry, draft recommendations to incorporate traditional use data into provincial land use planning and administration.
- Establish an Aboriginal advisory committee to the Ministry.
- Acquire, prepare and distribute Aboriginal-specific data for use by provincial departments, Aboriginal governments and organizations, other governments and agencies, the private sector, academic institutions and the public.
- Provide assistance to Aboriginal organizations in support of the goals and commitments to action under the Aboriginal Policy Framework.

Outcome

- Narrowed gap between the well-being and self-reliance of Aboriginal people and other Albertans.

Outputs

- Identify new and redesigned policies, programs, services and initiatives that are directed to serving the needs of Aboriginal people in Alberta.
- Report to Aboriginal Policy Initiative Champion and Supporting Deputies on the implementation of the Aboriginal Capacity Building Strategy and the evaluations of capacity building pilot projects.

- Draft consultation guidelines with respect to development on Crown land for review by Cabinet.
- Draft recommendations to incorporate traditional use data into provincial land use planning and administration.

Performance Measures

- Report on the cross-ministry Aboriginal Policy Initiative targets for 2001-2002.
- Goal 6, Government of Alberta Business Plan, long-term measures, 2000-2010.
- Aboriginal strategies and initiatives are identified in 75% of Alberta Ministry Business Plans.

GOAL 2 TO STRENGTHEN WORKING RELATIONSHIPS WITH ABORIGINAL GOVERNMENTS, COMMUNITIES AND ORGANIZATIONS.

Strategies

- Further the development of government-to-government relationships with First Nations and Metis Settlements.
- Work with the Metis Nation of Alberta Association (MNAA) and provincial ministries to implement the 1999 Alberta/MNAA Framework Agreement.
- Work with Alberta Native Friendship Centres to enhance their capacity to provide effective services to Aboriginal people living in Alberta's towns and cities through the implementation of business planning processes.
- Facilitate provincial Ministries and private and public organizations in establishing and maintaining constructive relationships with Aboriginal communities and people.
- With Alberta Human Resources and Employment, facilitate skill development training to assist other partners in developing specific economic and employment initiatives.
- Coordinate Alberta's participation in discussions with Federal/Provincial/Territorial governments and national Aboriginal organizations so that Aboriginal communities in Alberta benefit from national-level initiatives (e.g., enhancing Aboriginal participation in the economy).
- Further the development of the Canada / Alberta Partnership Forum to design practical approaches to Federal/Provincial/Aboriginal cooperation and coordination.
- Further the development of the Ministry's web site to link Aboriginal programs and services across governments, non-government organizations and the private sector.

Outcome

- Improved relations between the Government of Alberta and Aboriginal governments, communities and organizations.

Outputs

- Report on the analysis of results achieved through the Alberta/MNAA Framework Agreement.

- Report on the analysis of results achieved through the Canada/Alberta/MNAA Tripartite Process Agreement.
- Report on the analysis of results achieved through the Canada/Alberta/Metis Settlements Tripartite Process Agreement.
- Report on the analysis of results achieved by the Alberta Native Friendship Centres.

Performance Measures

- Aboriginal governments and organizations report satisfaction in their relations with AAND and the Government of Alberta. The target for 2002-03 is 55%.
- Other ministries report satisfaction in their relations with AAND and relationships with Aboriginal governments, communities and organizations. The target for 2002-03 is 75%.

GOAL 3 TO ASSIST IN FURTHERING ACCOUNTABLE, SELF-ADMINISTERING, SELF-RELIANT, SELF-REGULATING METIS SETTLEMENT GOVERNMENTS.

Strategies

- Enhance the capacities of Settlements to regulate their own affairs through capacity building initiatives at the local and central governance levels.
- Improve financial and political accountability systems through the development of legislative amendments to Settlements governance structures and systems, including the Metis Settlements Appeal Tribunal, and the establishment of a Metis Settlements Ombudsman.
- Encourage Settlement self-reliance through the terms of Provincial/Settlement funding arrangements and the implementation of economic viability strategies.

Outcome

- Increased accountability, self-reliance and self-regulation exhibited by Metis Settlements.

Outputs

- Implement the recommendations of the Task Force To Review the Mandate Of The Metis Settlements Appeal Tribunal.
- Implement an interim process to replace the functions of the Metis Settlements Transition Commission.
- In partnership with the Metis Settlements General Council, develop draft legislative amendments.
- Establish the Office of Metis Settlements Ombudsman.
- Transfer the continuing functions of the discontinued Metis Settlements Transition Commission.
- Metis Settlements General Council has assumed greater responsibility for the distribution of funding to the Settlements and business plan performance rating.

Performance Measures

- Increase the percentage of Metis Settlement self-generated revenues by 2%.
- Metis Settlements General Council adoption of a revised administrative structure in preparation for the assumption of some Metis Settlements Transition Commission responsibilities.
- The Metis Settlements General Council and all Settlements have business plans with performance indicators.

GOAL 4 TO RESOLVE LAND CLAIMS AND OTHER CLAIMS BY ABORIGINAL PEOPLE CONCERNING THE PROVINCE.

Strategies

- Proactively encourage the timely settlement of all outstanding treaty land entitlement claims for which the Province has some obligation under the Natural Resources Transfer Agreement.
- Represent the Province in outstanding land claims negotiations with the federal government and First Nations and coordinate the participation of relevant provincial ministries.
- Take steps to ensure that the interests of the Province, municipalities, third parties and other stakeholders are respected.
- Coordinate the implementation of land claims settlement agreements and ensure that any obligations of the Province have been met.
- In cooperation with Alberta Justice, manage Aboriginal litigation in an effective manner.
- Where appropriate, work with Aboriginal communities to realize the potential economic benefits of land claims settlements.

Outcomes

- Settlement of land claims in a manner that promotes certainty and is fair and equitable to all parties.
- Resolution of Aboriginal litigation in a manner that best serves the interests of the Province.

GOAL 5 TO ESTABLISH PRIORITIES FOR NORTHERN OPPORTUNITIES, AND INCREASE AWARENESS AND SUPPORT AMONG GOVERNMENT AND KEY STAKEHOLDERS FOR THOSE PRIORITIES.

Strategies

- In discussion with Northern Albertans, Northern communities, industry and governments, prepare a comprehensive Northern Development Strategy that coordinates provincial strategies and initiatives to advance the importance of Northern development in the continued success of the Alberta Advantage.
- Maintain the involvement of Northern communities, businesses and other stakeholders, through ongoing and new discussions and information-gathering processes, including a Year 2003 Challenge North Conference.
- Profile the needs, interests and opportunities of the North.

- Work with other Ministries to address remote and northern housing issues.
- In partnership, undertake projects to promote opportunities and address barriers to the North's development, including:
  - value-added forestry, agricultural and recycling initiatives,
  - tourism industry development,
  - resource development,
  - recruitment and retention of northern labour
  - transportation,
  - telecommunications, infrastructure initiatives, and
  - water.
- Encourage Aboriginal participation in the economy through Opportunities Seminars and other cooperative projects.
- Advance Northern Alberta's interests through inter-jurisdictional initiatives such as the Alberta/Northwest Territories Memorandum of Understanding on Cooperation and Development, the Northern Development Ministers' Forum, and joint projects.
- Support a Ministerial leadership role in the Northern Forum, an international consortium representing 25 northern government jurisdictions.

Outcome

- Increased awareness and support of Northern benefits, opportunities and priorities.

Outputs

- Develop a communication plan to inform Northerners and other key stakeholders of the North's needs, interests and opportunities.
- Prepare a draft Northern Development Strategy for presentation to government in 2003.

Performance Measures

- Majority of delegates to the 2003 Challenge North Conference support the identified priorities.
- Participants in NADC processes state that these are an effective mechanism for input: achieve an average rating of 8 out of 10.
- NADC project partners and clients believe our project work promoted an opportunity or addressed a Northern challenge: achieve an average rating of 8 out of 10.

GOAL 6 TO INCREASE SKILL LEVELS OF ABORIGINAL AND NORTHERN ALBERTANS.

Strategies

- Increase students' financial capacity to access post-secondary education through provision of bursaries or other assistance.
- Promote increased availability of education and training programs to meet Northern employment needs through collaborative initiatives.
- Encourage high school completion and further education through the Northern LINKS Program.
- In cooperation with key stakeholders, develop a coordinated approach to training for woodlands operations.
- Work with communities to identify and address specific training needs, including supporting the 2002 Northern Alberta Human Resources Management Conference.
- Support youth apprenticeship training through the Youth Apprenticeship Learning Opportunities project.

Outcome

- Increase in the average educational attainment level of Aboriginal and Northern Albertans.

Outputs

- Funding provided through NADC Bursary and Bursary Partnerships in occupations where there is a Northern shortage, and through the Northern Student Supplement to students in high financial need.
- Financial assistance provided to health care students taking Northern practicum placements.
- An information clearinghouse co-sponsored with Northern colleges providing timely information on Northern economic and employment trends and training needs.
- Approach to training for woodlands operations established.

Performance Measures

- Provide bursaries to students in Northern health practicum placements: 50 bursaries.
- Bursary Partnerships Program matching funds committed: $135,000.
- NADC Bursary recipients return service rate: 75%
- Northern LINKS program student participants who indicate their participation in the Northern LINKS project will ease their transition and encourage program completion: achieve an average rating of 8 out of 10.

GOAL 7 TO BUILD AN EFFECTIVE AND VALUED MINISTRY THROUGH THE DEVELOPMENT OF ITS HUMAN RESOURCES.

Strategies

- Continue development and implementation of a comprehensive human resource management strategy through the initiatives of the Corporate Human Resource Development Strategy and the Ministry's Human Resource Plan. Initiatives include:
    - Develop knowledge, skills and abilities of staff to meet or exceed the challenges outlined in the Ministry Business Plan through effective learning strategies.
    - Ensure all employees have the skills necessary to achieve current and future goals through effective performance planning, performance management and learning plans.
    - Ensure the Ministry can meet its long-term human resource needs through effective staffing, leadership development and succession planning.
    - Create a supportive environment that values recognition of the contributions and commitment of staff at all levels.

Outcomes

- The Ministry provides effective services to its clients and partners.
- The Ministry is able to manage change and is prepared for the future.

Performance Measures

- The Ministry will measure its human resource development using the Corporate Human Resource Development Strategy targets as reported through the annual Core Measures Survey.

Expense by Core Business

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Core Business						
Aboriginal Relations	27,905	28,256	29,104	28,228	28,265	28,265
Northern Development	1,899	1,954	1,954	1,954	1,954	1,954
MINISTRY EXPENSE	29,804	30,210	31,058	30,182	30,219	30,219

Ministry Statement of Operations

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Other Revenue	285	45	86	45	45	45
MINISTRY REVENUE	285	45	86	45	45	45
EXPENSE						
Program						
Aboriginal Affairs	7,911	8,365	9,213	10,236	11,270	11,671
Metis Settlements Appeal Tribunal	920	1,023	1,023	923	923	923
Northern Development	1,899	1,954	1,954	1,954	1,954	1,954
Metis Settlements Governance	9,069	8,868	8,868	7,069	6,072	5,671
Metis Settlements Legislation	10,000	10,000	10,000	10,000	10,000	10,000
Valuation Adjustments and Other Provisions	5	-	-	-	-	-
MINISTRY EXPENSE	29,804	30,210	31,058	30,182	30,219	30,219
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(29,519)	(30,165)	(30,972)	(30,137)	(30,174)	(30,174)

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	285	45	86	45	45	45
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	285	45	86	45	45	45
Ministry Program Expense	29,804	30,210	31,058	30,182	30,219	30,219
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**29,804**	**30,210**	**31,058**	**30,182**	**30,219**	**30,219**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(29,519)	(30,165)	(30,972)	(30,137)	(30,174)	(30,174)

Agriculture, Food and Rural Development

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 26, 2002 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

Shirley McClellan, *Minister of Agriculture, Food and Rural Development*
February 27, 2002

STRUCTURE

The Ministry is comprised of the Department of Agriculture, Food and Rural Development; Agriculture Financial Services Corporation; Alberta Dairy Control Board; Farmers' Advocate; Irrigation Council; Agricultural Products Marketing Council; and Alberta Grain Commission.

VISION

"Prosperous, sustainable Alberta farms, processors, agricultural businesses and rural communities."

MISSION

"To enable the growth of a globally competitive, sustainable agriculture and food industry through essential policy, legislation, information and services."

PRIMARY CLIENTS

The Ministry will continue to direct most of its efforts towards its primary clients, defined as those people and organizations interested in and capable of contributing to a competitive and sustainable agriculture and food industry.

OUR VALUES

The successful achievement of the Ministry's goals is tied to the following values.

As a Ministry, we are
- client driven
- clear in our direction
- committed to high performance
- accountable for achieving the business plan
- team players
- respectful of others
- continually seeking improvement in a changing environment
- committed to developing effective partnerships

EMERGING DEVELOPMENTS

Recently, Federal, Provincial and Territorial Ministers of Agriculture agreed in principle to pursue a new "Agriculture Policy Framework" that will help prepare the agriculture industry for the future. The proposed framework is a comprehensive, integrated five-year strategy that encompasses five key elements: safety nets, food safety, environment, renewal and science.

During 2002-03, a Federal-Provincial-Territorial Accord on the Agriculture Policy Framework will be developed through discussions and negotiations. Development of federal-provincial bilateral agreements will occur with the implementation of the Agriculture Policy Framework beginning on April 1, 2003. The new Agriculture Policy Framework and related initiatives could result in revisions to some of the Ministry's core business strategies in next year's business plan.

CORE BUSINESSES AND GOALS

The Ministry contributes to the government's three core businesses: **People**, **Prosperity** and **Preservation**. Our primary focus is on the second core business - working with others to promote prosperity for Alberta through a strong, competitive agriculture and food industry that is sustainable and environmentally responsible.

The functions of the Ministry are aligned with government core businesses through three Ministry core businesses:

- Facilitate industry growth
- Enhance rural sustainability
- Provide safety nets

CORE BUSINESS 1: FACILITATE INDUSTRY GROWTH

This core business:

- Relates to the core government business of **Prosperity**.
- Relates to the opportunities for Alberta's primary agricultural production to grow to $10 billion and value-added industry to grow to $20 billion by 2010.
- Promotes the adding of value from production to finished consumer goods.
- Facilitates development of essential policy and legislation.

Goal 1: Growth of the Agriculture and Food Industry

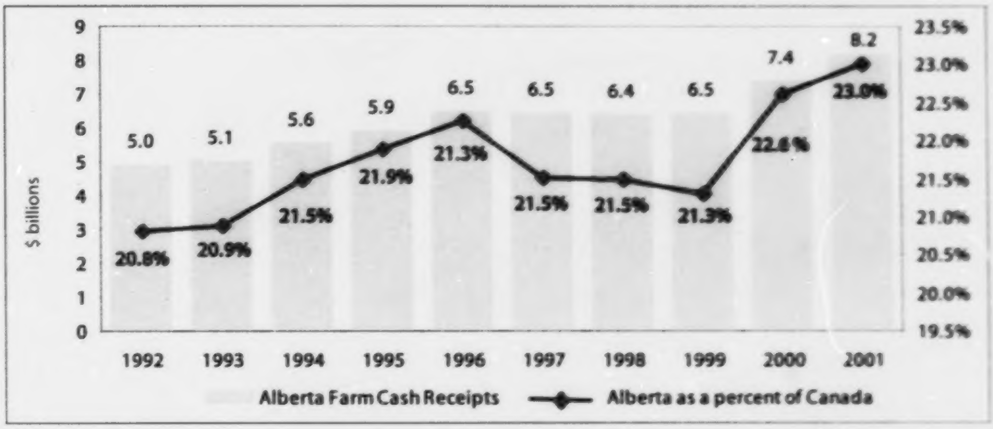
This goal recognizes that industry growth is the outcome of long-term profitability arising from a competitive agriculture and food industry focused on market opportunities. The Ministry contributes to this goal by facilitating new and diversified product development (primary and value-added food and non-food products), enhanced market access for agriculture and food industry products and improved agriculture and food industry business services, including access to capital, risk management tools, business and entrepreneurial processes, and enhanced infrastructure.

Key Results

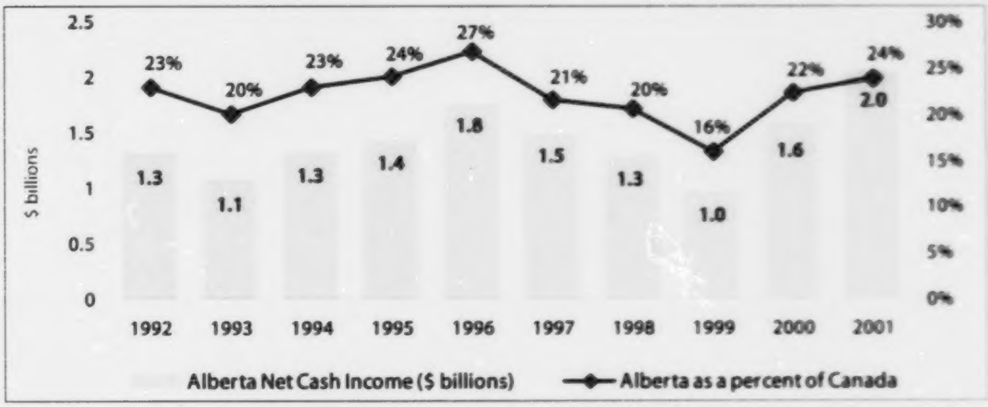
- Alberta's primary agricultural production will grow to $10 billion by 2010.
- Alberta's value-added industry will grow to $20 billion by 2010.
- Profitable economic units/alliances of all sizes contribute to agriculture and food industry prosperity.

Indicators

- Income received by farmers and ranchers from the sale of agriculture products is called farm cash receipts. The total of Alberta farm cash receipts is a measure of the value of primary agriculture production. Alberta's share of Canadian farm cash receipts is an indicator of how competitive Alberta farmers and ranchers are relative to other Canadian farmers.



- Net cash income is the amount of cash farmers and ranchers have remaining after their farm cash operating expenses are subtracted from their farm cash receipts. Net cash income is an indicator of the profitability of Alberta farmers and ranchers.

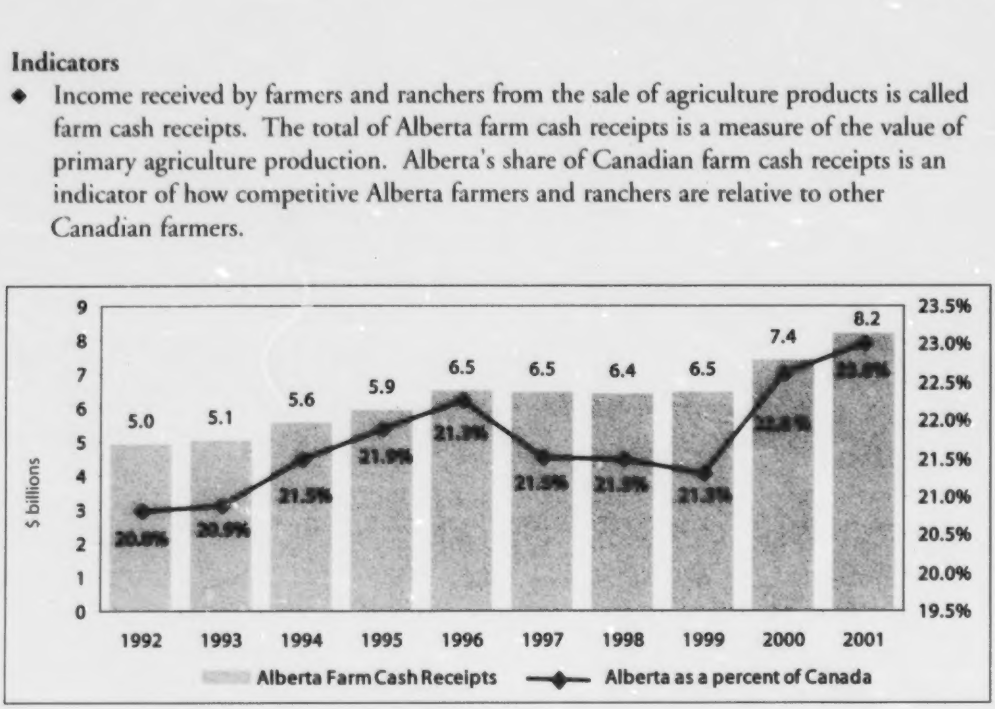


Strategies

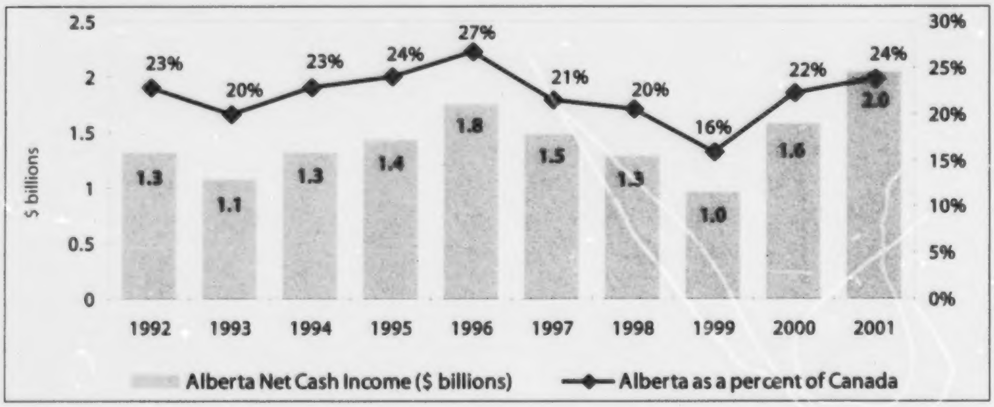
- Enhance the development of new products and processes to assist industry in capturing additional value-added market opportunities.
- Encourage industry competitiveness through improved market assessment, analysis, products, technologies, infrastructure and services that enhance production, business, economic and processing efficiencies.
- Enhance diversity of commodities, products and services through targeted research and information transfer to improve production and business efficiencies.
- Facilitate capital investment in the agriculture and food industry through opportunity identification, evaluation, lending products, and providing risk management tools and training.

Indicators

- Income received by farmers and ranchers from the sale of agriculture products is called farm cash receipts. The total of Alberta farm cash receipts is a measure of the value of primary agriculture production. Alberta's share of Canadian farm cash receipts is an indicator of how competitive Alberta farmers and ranchers are relative to other Canadian farmers.



- Net cash income is the amount of cash farmers and ranchers have remaining after their farm cash operating expenses are subtracted from their farm cash receipts. Net cash income is an indicator of the profitability of Alberta farmers and ranchers.



Strategies

- Enhance the development of new products and processes to assist industry in capturing additional value-added market opportunities.
- Encourage industry competitiveness through improved market assessment, analysis, products, technologies, infrastructure and services that enhance production, business, economic and processing efficiencies.
- Enhance diversity of commodities, products and services through targeted research and information transfer to improve production and business efficiencies.
- Facilitate capital investment in the agriculture and food industry through opportunity identification, evaluation, lending products, and providing risk management tools and training.

Performance Measures	2001-02 Forecast	2004-05 Target
◆ Value of new crop production based on all crops other than wheat, barley, canola and forages.	$504 million	$671 million
◆ Number of new processed food products produced at the Ministry's Leduc Food Processing Centre.	100	110
◆ Pork production based on the five-year average of cash receipts.	$430 million	$570 million
◆ Cattle production based on the five-year average of cash receipts.	$3,000 million	$3,600 million
◆ Value of new investment in primary agriculture.	$776 million	$812 million
◆ Value of new investment in processing industry.	$147 million	$156 million
◆ Amount of Beginning Farmer Loans.	$123 million	$150 million
◆ Number of agriculture and food industry sub sectors for which competitiveness benchmark criteria are established.	2	5

Goal 2: Continued Excellence in Food Safety

This goal recognizes that a reputation for excellence in food safety is essential to maintain consumer confidence and expand markets, both domestic and international. The Ministry contributes to this goal by promoting appropriate safe food production and processing practices throughout the supply chain.

Key Result

- Safe food production and processing.

Indicator

- Level of consumer confidence - a survey will be developed by 2003 that will measure the level of consumer confidence in Alberta-produced food.

Strategies

- Develop and maintain targeted food safety surveillance systems that validate the safety of Alberta's agriculture and food.
- Facilitate adoption of internationally accepted food safety systems and standards in production and processing of Alberta food.
- Develop and administer essential policy and legislation.
- Develop and transfer knowledge and technology in support of safe food production.
- Provide information, training and other programs that enhance food safety awareness and emergency response.

Performance Measures	2001-02 Forecast	2004-05 Target
◆ Number of active surveillance sampling programs that identify the incidence of food contaminants or residues.	5	10
◆ Percent of Alberta production from Alberta chicken farms, hog farms and beef feedlots produced under nationally recognized on-farm food safety programs.		
- chicken farms	0%	90%
- hog farms	0%	90%
- beef feedlots	0%	74%
◆ Percent of Alberta licensed/permitted food processing plants that have implemented Hazard Analysis Critical Control Point (HACCP) systems.		
- meat (slaughter)	0%	6%
- dairy	0%	10%

CORE BUSINESS 2: ENHANCE RURAL SUSTAINABILITY

This core business:

- Relates to the core government businesses of **Preservation**, **Prosperity** and **People**.
- Relates to maintaining and improving agriculture's physical and human resource base.

Goal 1: Improved Environmental Stewardship

This goal recognizes it is the responsibility of the Ministry to support the agriculture and food industry to maintain or improve Alberta's air, water and soil for the well-being of current and future generations. The Ministry contributes to this goal through essential policy, legislation, information and services related to soil conservation, water quality, air quality, range management, climate change and biodiversity.

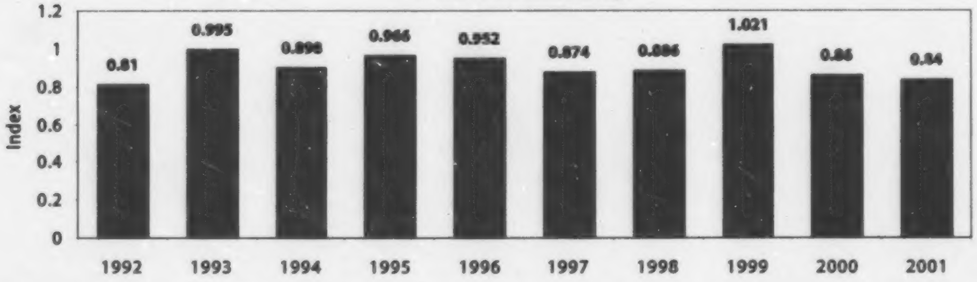
Key Results

- Maintained or improved quality of Alberta's agricultural soil.
- Maintained or improved water quality in agricultural areas.

Indicator

- Land productivity is the best indicator of soil quality available at this time. It shows the changes in long term land productivity as recorded in annual crop output. A Soil Quality Index that is a more accurate indicator of soil quality is being developed based on monitoring 43 representative benchmark sites and should be available by 2005.

Alberta Land Productivity



- A Water Quality Index is being developed based on a water quality survey of 23 watersheds that was initiated in 1997. This survey will be done annually and will provide meaningful information on water quality in agricultural areas. Reports on all 23 watersheds, plus a provincial overview, will be prepared and released annually.

Strategies

- Transfer integrated technology and knowledge to assist the industry in becoming more environmentally sustainable.
- Support and conduct applied/adaptive research and evaluations to find economically sound, environmentally friendly technologies and management practices for crop and livestock production and agricultural processing.
- In consultation with the industry and other involved ministries, provide guidelines, standards, regulations and legislation for environmental performance requirements to sustain the quality of Alberta's soil, water and air.
- Monitor the effect of the agricultural production and processing industry on soil and water quality.

Performance Measures	2001-02 Forecast	2004-05 Target
◆ Percentage of respondents who have adopted improved practices as a result of ministry-supported stewardship training (formal evaluation every three years).	63%	68%

Note: Representative examples of results from Ministry and ministry-funded research that is environmentally related will be reported in the Ministry's Annual Report.

Goal 2: Strengthened Rural Communities

This goal recognizes that vibrant and sustainable rural communities are one component of a prosperous province. The Ministry contributes to this goal through its involvement in facilitation and leadership development, and by acting in a coordinating role. A cooperative effort to ensure a balanced emphasis on social, economic and environmental priorities by all stakeholders is necessary for community prosperity.

Key Result

- Vibrant and sustainable rural communities.

Indicators

- Rural population trends - data being developed. Increasing rural populations and reduced, or mitigated, out-migrations are indicators of vibrant and sustainable communities.
- Resources invested in community-based projects - data being developed. The Ministry's investments into community-based projects improve the desirability of rural communities as places to live and work.
- Community amenities - data being developed. People tend to be attracted to communities with infrastructure-based amenities like schools, hospitals, service and recreation facilities, as well as commercial services and community programming.

Strategies

- Provide leadership development for youth and people actively engaged in agriculture and community organizations.
- Facilitate the development of sustainable communities, organizations and agricultural businesses that are networked, flexible, and adaptable and that manage change pro-actively and positively.
- Coordinate a multi-ministry approach to rural development.

Performance Measures	2004-05 Target
Number and diversity of agricultural related community activities.	Being developed
Number of people participating in agricultural related community activities.	Being developed
Number of ministries participating in single point of access through offices and other delivery channels.	Being developed

CORE BUSINESS 3: PROVIDE SAFETY NETS

This core business:

- Relates to the core government businesses of **Preservation** and **Prosperity**.
- Provides risk management tools that are not available or not consistently available through the private sector.

Goal 1: Effective Safety Net Programming

This goal recognizes the need for less instability in a sector significantly affected by unforeseen weather and global influences. The Ministry contributes to this goal by providing safety net funding (through programs such as Farm Income Disaster Program, Crop Insurance, Farm Fuel Distribution Allowance, drought preparedness and disaster initiatives) to allow farmers the opportunity to adopt the most economically viable management practices for their area.

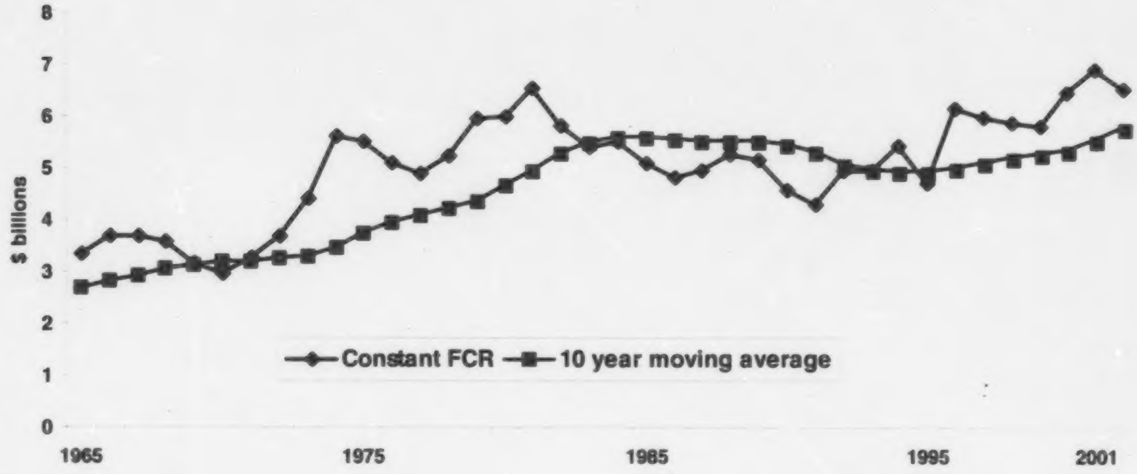
Key Results

- Effective safety net programs that cushion impacts of severe reductions in income.
- Primary agriculture producers have financial resources when disasters occur outside of a manager's control.

Indicators

- The annual deviation in Alberta Farm Cash Receipts (FCR), including government program payments, compared to the ten-year moving average is an indicator of the variability of farm income. Weather and resulting decreased production, government programs in jurisdictions outside of Alberta, the level of the Canadian dollar, consumer tastes, social norms and/or product standards adversely affect farm cash receipts. The Canadian and Alberta governments offer Alberta farmers and ranchers safety net programs to help offset those risks and uncertainties. Values are expressed in constant dollars to remove the effects of inflation.

Deviation in Alberta Farm Cash Receipts from Long Term Average



Strategies

- Provide Alberta farmers with effective and efficient safety net programs.
- Ensure the availability and access to appropriate government disaster programs in response to any designated natural disaster that has adversely affected Alberta farmers.
- Effective delivery with flexibility to meet individual producer needs.

Performance Measures	2001-02 Forecast	2004-05 Target
◆ Percentage of customers satisfied with program delivery.	Data not available. Survey being developed by AFSC.	80%
◆ Percentage of eligible seeded acres respresented by farmers insured under crop insurance programs.	75%	75%
◆ Average number of days to process a disaster program payment.	40.21 days	Improve by 2% a year to 37.85 days

CROSS-MINISTRY INITIATIVES

The Ministry supports the government's four Priority Policy Initiatives and continues to be committed to ensuring the success of the four Key Administrative Initiatives.

PRIORITY POLICY INITIATIVES - STRATEGIES	MEASURES	TARGETS
• Health Sustainability Initiative - In consultation with the industry and other involved ministries, provide guidelines, standards, regulations and legislation for environmental performance requirements to sustain the quality of Alberta's soil, water and air.	Respondents who have adopted improved practices as a result of ministry-supported training	68% by 2005
• Aboriginal Policy Initiative - Ensure aboriginal Albertans have accessibility to Ministry programs through appropriate communication mechanisms.	Aboriginal-targeted call centre established	Aboriginal-targeted call centre fully operational by end of 2002-03
• Alberta Children and Youth Initiative - Identify potential alliances between Alberta 4-H, AADAC, and Children's Services to further develop adult to youth mentoring opportunities.	Alliances that further adult to youth mentoring opportunities	Identify and recommend potential alliances by 2003
• Economic Development Strategy - Continue to participate in "Get Ready Alberta", specifically by improving Alberta's ability to attract investment.	New investment in: - primary agriculture - processing industry	By 2005: - $812 million - $156 million

KEY ADMINISTRATIVE INITIATIVES - STRATEGIES	MEASURES	TARGETS
• Alberta Corporate Service Centre Initiative - Ensure that corporate services provided to the Ministry meet the standards established in the service level agreement.	Service levels	Signed service level agreement for 2002-03
• Corporate Human Resource Development Strategy - Formally recognize employee achievements.	Employee ratings	Ratings that the Ministry is a good place to work of 85% to 90%
• Corporate Information Management/Information Technology Strategy - Implement IT service delivery systems based on sound business cases.	Services available cost-effectively through the Internet	Key programs and applications web enabled by 2005
• Alberta One-Window Initiative - provide the public with online access to Ministry information with appropriate levels of security.	Information available to the public online	Ministry web-site linked to the government's one-window system

BUSINESS RESUMPTION PLAN

In response to recent world events, the Ministry has developed a comprehensive business resumption plan. Training on the plan for Ministry staff will be completed by December 31, 2002 and testing of the plan will be completed by December 31, 2003.

Expense by Core Business

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Core Business						
Facilitate Industry Growth	193,425	208,282	202,842	199,640	206,641	212,632
Enhance Rural Sustainability	36,112	35,621	36,815	36,103	36,147	36,142
Provide Safety Nets	517,802	637,839	849,762	365,675	369,723	370,215
Restricted Expense	72,327	61,661	134,214	124,874	-	-
MINISTRY EXPENSE	819,666	943,403	1,223,633	726,292	612,511	618,989

Ministry Statement of Operations

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Internal Government Transfers	12,115	11,620	11,379	16,620	16,620	16,620
Transfers from Government of Canada	61,829	244,005	275,371	116,842	120,592	111,851
Investment Income	101,056	103,563	102,527	102,598	108,889	115,118
Premiums, Fees and Licences	55,775	66,458	68,665	89,337	90,257	91,417
Other Revenue	80,693	66,852	186,762	131,407	6,779	6,723
MINISTRY REVENUE	311,468	492,498	644,704	456,804	343,137	341,729
EXPENSE						
Program						
Farm Income Support	298,364	431,492	518,839	130,117	129,487	126,485
Lending	28,991	31,850	31,015	31,598	33,532	34,214
Insurance	215,169	201,714	326,232	230,873	235,635	239,135
Planning and Competitiveness	31,633	33,261	32,242	33,271	32,775	32,771
Industry Development	46,965	42,216	44,734	41,927	40,605	40,655
Sustainable Agriculture	32,680	29,627	31,723	30,419	30,666	30,719
Infrastructure Assistance	19,246	29,000	22,420	25,800	25,800	25,800
Restricted Expense	72,327	61,661	134,214	124,874	-	-
Ministry Support Services	14,646	15,440	21,060	16,595	17,372	17,248
Valuation Adjustments and Other Provisions	1,200	6,731	5,568	5,248	5,427	5,731
Program Expense	761,221	882,992	1,168,047	670,722	551,299	552,758
Debt Servicing Costs						
Agriculture Financial Services Corporation	58,445	60,411	55,586	55,570	61,212	66,231
Ministry Debt Servicing Costs	58,445	60,411	55,586	55,570	61,212	66,231
MINISTRY EXPENSE	819,666	943,403	1,223,633	726,292	612,511	618,989
Gain (Loss) on Disposal of Capital Assets	(909)	-	(8)	-	-	-
NET OPERATING RESULT	(509,107)	(450,905)	(578,937)	(269,488)	(269,374)	(277,260)

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	311,468	492,498	644,704	456,804	343,137	341,729
Inter-ministry consolidation adjustments	(12,115)	(11,620)	(11,379)	(16,620)	(16,620)	(16,620)
Consolidated Revenue	299,353	480,878	633,325	440,184	326,517	325,109
Ministry Program Expense	761,221	882,992	1,168,047	670,722	551,299	552,758
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**761,221**	**882,992**	**1,168,047**	**670,722**	**551,299**	**552,758**
Ministry Debt Servicing Costs	58,445	60,411	55,586	55,570	61,212	66,231
Consolidated Expense	819,666	943,403	1,223,633	726,292	612,511	618,989
Gain (Loss) on Disposal of Capital Assets	(909)	-	(8)	-	-	-
CONSOLIDATED NET OPERATING RESULT	(521,222)	(462,525)	(590,316)	(286,108)	(285,994)	(293,880)

Children's Services

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 26, 2002 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

Iris S. Evans

Iris Evans, *Minister of Children's Services*
February 27, 2002

MESSAGE FROM THE MINISTER
"STRONGER PARTNERSHIPS FOR CHILDREN AND FAMILIES"

The key to Alberta's future rests with the opportunities we provide for children today.

Albertans want to see the continued development of a community that cherishes and cares for children, and encourages a sense of belonging to the Alberta family. There is nothing more important than supporting parents and communities as they provide the security, caring, and opportunities for children and youth to grow up healthy and happy, especially those that need help the most.

In May 2001, our Strategic Planning Forum brought our partners together to help define directions for services to children, youth and families over the next three years. In October, our second provincial Children's Forum united over 1,000 Albertans in sharing their expertise on key areas for continuing to improve services for children and families.

This business plan reflects what we heard during the two forums. It builds on our foundation of programs and services for Alberta's children and families. At the same time, it outlines our priorities for meeting the challenges and opportunities ahead:

- Implementing early intervention programs to help families give children and youth who need help a healthy start in life, and opportunities to learn, grow, and achieve their potential while reducing the need for crisis intervention.
- Improving standards and best practices for child care to support families in providing quality care for their children.
- Leading the transformation of child welfare by implementing an Alberta Response Model, a new way of helping families at-risk that will ensure children reside in permanent, nurturing homes. The model will ensure that supports are available through the community, particularly Family and Community Support Services, for parents and families in need to overcome at-risk circumstances. Child welfare case management will be re-engineered to promote in-home supports wherever a child's safety and well being can be assured, and on-going family conferencing.
- Increasing steps to reunite children and youth in care with their families or with other permanent nurturing homes. This includes expanding the role of agencies in adoptions.
- Working with Aboriginal peoples to advance the well-being of Aboriginal children, youth, families and communities.
- Strengthening the capacity and self-reliance of communities to deliver services that promote the well-being of children, youth and families.
- Realigning our services and expenditures so that we remain fiscally responsible while realizing the benefits to be gained by investing in children and thereby Alberta's future.

We will continue to work with parents, communities, and all our partners to provide effective, sustainable programs and services so that children in Alberta are well cared for, safe, successful at learning and healthy.

Honourable Iris Evans

THE MINISTRY: "WORKING TOGETHER TO PUT CHILDREN FIRST"

The primary responsibility for children lies with parents and care givers. Therefore, the Ministry works with families, communities, service providers, all Albertans, and all levels of government to put children and youth first.

The Ministry is a dynamic partnership among:

- *Department of Children's Services* -- provides leadership, and represents policies that guide services for Alberta's children and families.
- *Child and Family Services Authorities* -- help determine Ministry-wide directions, and deliver Ministry programs and services to best meet the local priorities and needs of children, families, and communities.
- *Family and Community Support Services* -- a provincial / municipal / Metis settlement funding partnership to deliver prevention and early intervention programs and services that ensure the well-being of children, families and communities.
- *Aboriginal Communities* -- the First Nations, Metis communities, and their delegated agencies working to strengthen Aboriginal support systems for children, youth, families and communities.
- *Youth Secretariat* -- advises the Minister on key issues facing youth and ways to address those issues.
- *Children's Advocate* -- also represents the rights and interests of children and youth receiving protection services.
- *Social Care Facility Review Committee* -- a citizen panel with a legislated mandate to visit provincially funded social care facilities and investigate complaints.
- *Other ministry and government partnerships* -- The Ministry leads the Alberta Children and Youth Initiative, and co-champions the Aboriginal Policy Initiative with other ministries. It promotes Alberta's position on child and family issues at federal and provincial/territorial levels. For example, the Ministry is involved in national child care initiatives and the child welfare caseload review. It also works with the Alberta Science and Research Authority (ASRA), universities, other ministries and community partners to promote policy relevant research on child, family and community issues.

ALBERTA GOVERNMENT AND CHILDREN'S SERVICES: SUPPORT FOR CHILDREN, YOUTH AND FAMILIES

Children's Services is committed to ensuring that children are well cared for, safe, successful at learning and healthy because the well-being of children is vital to Alberta's future.

The Ministry contributes to the Government of Alberta's goals for children, youth, and families by:

- Promoting the development and well-being of children, youth and families so that children have a healthy start in life and the opportunities they need to learn, grow, excel and achieve their potential;
- Keeping children, youth and families safe and protected so that children in need are safeguarded, and families are healthy and able to nurture their children's development;
- Promoting the capacity and self-reliance of communities to create caring places for families to live and raise children.

The Ministry's Business Plan supports families in helping children and youth become self confident adults capable and committed to contributing to Alberta's economic prosperity and social well being.

GOVERNMENT OF ALBERTA CORE BUSINESSES AND SELECTED GOALS

People . . .

- Our children will be well cared for, safe, successful at learning and healthy.
- Alberta students will excel.
- Albertans will be independent.
- Albertans unable to provide for their basic needs will receive help.
- The well-being and self-reliance of Aboriginal people will be comparable to that of other Albertans.

Prosperity . . .

- Alberta will have a prosperous economy.
- Alberta's workforce will be skilled and productive.
- Alberta will have effective and efficient infrastructure.

Preservation . . .

- Alberta will be a safe place to live and raise families.
- Alberta will work with other governments and maintain its strong position in Canada.

ALBERTA CHILDREN'S SERVICES CORE BUSINESSES AND GOALS

Promoting the development and well-being of children, youth and families.

- Children and youth will have a healthy start in life and the supports they need to reach their potential.

Keeping children, youth and families safe and protected.

- Families will be safe, healthy, and able to promote children's development.
- Children in need will be protected and supported by permanent, nurturing relationships.

Promoting healthy communities for children, youth and families.

- The well-being and self-reliance of Aboriginal children, families, and communities will be promoted, supported and comparable to that of other Albertans.
- Communities will have the capacity to plan and deliver services that promote the well-being of Alberta's children, youth, and families.

MINISTRY VISION, MISSION AND CORE BUSINESSES

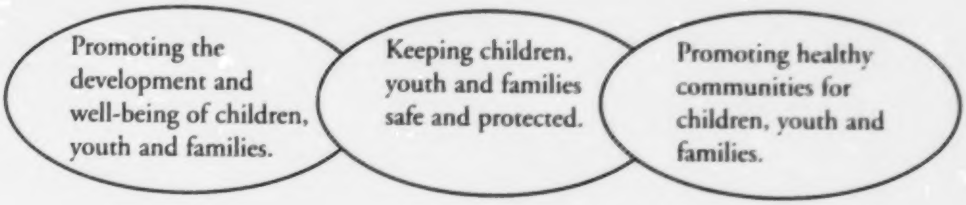
VISION: STRONG CHILDREN, FAMILIES AND COMMUNITIES

An Alberta where children and youth are valued, nurtured and loved, and develop to their potential supported by enduring relationships, healthy families, and safe communities. Alberta will be child, youth, and family friendly.

MISSION:

Working together to enhance the ability of families and communities to develop nurturing and safe environments for children, youth and individuals.

CORE BUSINESSES:


Promoting the development and well-being of children, youth and families.
Keeping children, youth and families safe and protected.
Promoting healthy communities for children, youth and families.

KEY PROGRAM AREAS:

Early Intervention Programs
Early Childhood Development
Child Care Programming
Resources for Children with Disabilities
An Alberta Response Model to transform Child Welfare
Prevention of Family Violence
Protection of Children Involved in Prostitution
Family and Community Support Services
Aboriginal Policy Initiatives

OUR KEY FOCUS: AN ALBERTA RESPONSE MODEL

The Ministry is implementing an Alberta Response Model, a new way to help families at risk and ensure that children reside in permanent, nurturing homes. The Ministry will engage community-based resources, with an emphasis on Family and Community Support Services partnerships, to assist families at-risk to care effectively for children so that they will not need protective services. The Ministry will re-engineer the child welfare case management model to promote in-home supports whenever a child's safety and well-being can be assured, and will increase the number of children in care who are reunited with their families or are placed in other permanent nurturing homes. This includes expanding the role of agencies in adoptions.

PROGRAM DELIVERY

The delivery of programs for children, youth, and families will continue to be based on four pillars: (1) prevention and early intervention, (2) integration of services, (3) community-based delivery of services, and (4) improved services to Aboriginal children and families.

OUR PLANNING ENVIRONMENT

The majority of the 750,000 children in Alberta today are doing very well. However, some children still need our help through the support of families, communities and other partners. The needs that Alberta communities identified, and the Ministry's priorities for meeting these over the next three years follow.

THE NEEDS COMMUNITIES IDENTIFIED	MINISTRY PRIORITIES
◆ **Number of children and youth living in high risk circumstances** At some point in their lives, 10% to 20% of Alberta's children encounter high risk circumstances such as parental low income, low education, poor health, social isolation, and lack of supportive networks, and may need help to overcome these. One of every 100 children will be born with fetal alcohol syndrome or fetal alcohol effects, 6 with low birth weight, 10 to 20 may be in high risk homes, 15 may need help to be ready for school and 8 to 10 may need support to stay in school and make the transition to adulthood. Out-of-home child care is provided to 28,000 children each month. High quality programs are necessary to provide the supports children need to achieve their potential, particularly those at risk.	◆ **Implementing early intervention programs, and improving child care standards** The Ministry will implement early intervention programs to help families promote optimal child development, assist children and youth to overcome at-risk circumstances, and reduce the need for crisis intervention. Resources will be focused on the early screening of children and youth for risk factors and referral to appropriate services, early childhood development programs, resources for children with disabilities, mentoring and supports for adolescents making the transition to adulthood, and parenting programs. The Ministry will also increase standards for child care programs.
◆ **Number of children and youth in care and the complexity of their situations** The number of children and youth receiving protective services has grown by 61% over the last five years, as has the complexity of their circumstances. At present, 15,000 children and youth receive child protection services. Many of the 1,750 youth aged 16 to 18 receiving care through child welfare are at high risk, and may need support to make the transition to independent living.	◆ **Transforming child welfare to improve outcomes for children and families** The Ministry will implement an Alberta Response Model. The model will engage community-based resources to help families at-risk effectively care for their own children so that they will not need protective services. The model will also re-engineer child welfare case management to promote in-home supports for families whenever a child's safety and development can be assured, and increase the number of children and youth in care who are reunited with their families or are placed in other permanent, nurturing homes. The role of agencies in adoption will also be expanded.

THE NEEDS COMMUNITIES IDENTIFIED	MINISTRY PRIORITIES
◆ **Families requiring support to care for their children** In a recent Canadian survey, almost 75% of parents responding said they needed information and other help from time to time to promote their children's optimal development. Many parents need assistance with child care. Lone parent families have increased at a rate of 16% over the last five years, and 60% of single moms with a child under the age of six work outside the home. There has been a rise in crisis and information calls to women's shelters over the last five years. On average, 6,000 children are admitted annually into women's shelters.	◆ **Helping to preserve families, and their ability to provide nurturing environments for their children's development** In addition to an Alberta Response Model, the Ministry will work with all partners to ensure the seamless provision of services for children in need from age 0-18 and support services to help preserve families. The Ministry will promote community-based parenting skills programs and parent resources, including communication tools to help parents access services for children with disabilities. The Ministry will implement home visitations, mentoring programs, and community response teams to help preserve families. The Ministry will also continue its education, training, and programs to prevent family violence, and provide treatment services where needed.
◆ **Circumstances of Aboriginal children, youth and families** Approximately 50% of the Aboriginal people in Alberta are 19 years of age or younger. 38% of the child welfare caseload is comprised of Aboriginal children. Aboriginal children and youth generally have lower school attainment than their non-Aboriginal counterparts. Disability rates are twice as high, and suicide rates are five to six times as high.	◆ **Advancing the well-being and self-reliance of Aboriginal children, youth and families** The Ministry will work with Aboriginal communities to assist them in developing the organizational, governance, and service delivery capacity to provide their own prevention, early intervention and protection services needed to improve outcomes for Aboriginal children and families. The Ministry will also ensure that its services are culturally appropriate for Aboriginal children, youth and families.
◆ **Community support systems for children and families** New approaches are needed to strengthen the capacity of the community-based delivery system to meet growing local needs within the framework of government policies through greater integration of services, and strategic alliances among all stakeholders, including the private sector.	◆ **Strengthening the capacity and self-reliance of communities to plan and deliver services to meet the needs of children and families** The Ministry will increase supports to assist Regional Authorities, Family and Community Support Services, and community partners to work together to strengthen partnerships, integrate services, and promote volunteerism to provide preventative social programs that help make for healthy communities.

MINISTRY GOALS, STRATEGIES AND PERFORMANCE MEASURES

CORE BUSINESS 1. PROMOTING THE DEVELOPMENT AND WELL BEING OF CHILDREN, YOUTH AND FAMILIES

Goal 1.1 Children and youth will have a healthy start in life and the supports they need to reach their potential

Outcomes Children and youth are physically, emotionally, socially, intellectually and spiritually healthy.
Children and youth meet individual developmental milestones.

Key Focus Implementing early intervention programs to help families promote the optimal development of children and youth, overcome at risk circumstances, and reduce the need for crisis intervention.

Strategies

1.1.1 Implement provincial, regional and community early intervention strategies for children and their families that include:
  - Facilitation of pre-natal supports for families to promote healthy birth and infancy,
  - Early screening of children at birth for risk factors, and at 18 months, 3 years and 5 years for developmental milestones, readiness for school at 5 years, and referral to appropriate community services where needed,
  - Early childhood programs to better meet the developmental needs of children,
  - Home visitation programs that provide supports for families at-risk,
  - Parenting supports such as mentoring and parenting skills programs.

1.1.2 Strengthen standards and best practices for child care to support parents in providing quality care for their children.

1.1.3 Continue to promote early childhood development programs in community-based child care settings to support children in developing to their potential.

1.1.4 Realign the Resources for Children with Disabilities program so that families are referred to the most appropriate support in their communities to meet the needs of children with disabilities.

1.1.5 Accelerate the development of a communication tool to assist parents, and the providers of services for children with disabilities to access community supports.

1.1.6 Lead the development of a cross-ministry framework to address the needs of adolescents, and promote community supports for youth making the transition to adulthood.

1.1.7 Implement a focused strategy to prevent Fetal Alcohol Syndrome / Fetal Alcohol Effect, provide support to high-risk mothers, strengthen approaches for assessing and addressing the needs of children affected, and provide supports for individuals affected and their families.

1.1.8 Continue to assist other ministries in developing a provincial mental health framework to address the mental health needs of children, including those in care (Children's Mental Health Initiative).

1.1.9 Collaborate with other ministries to review and enhance integrated health services for students with special needs (Student Health Initiative).

1.1.10 Collaborate with ASRA and other partners to promote policy relevant research on child, family and community issues.

PERFORMANCE MEASURES	TARGETS
A. Percentage of community-based child care centres that provide a developmentally appropriate environment for children.	100%
B. Percentage of families accessing Ministry programs who indicate positive outcomes for their children.	85%
Additional Performance Measures Under Development for 2003 ◆ Percentage of children and youth in Ministry programs meeting developmental milestones.	

CORE BUSINESS 2. KEEPING CHILDREN, YOUTH AND FAMILIES SAFE AND PROTECTED

Goal 2.1 Families will be safe, healthy, and able to promote children's development

Outcomes Children, youth and families at risk overcome their circumstances.
Children, youth and families are safe, healthy, and self-reliant.

Key Focus Promoting the ability of families to provide safe and nurturing environments for their children's development, and reducing the number of children who are physically taken into protective care.

Strategies

2.1.1 Develop and implement an Alberta Response Model which will engage community-based resources, with an emphasis on Family and Community Support Services to help families at-risk effectively care for their own children so they will not need protective services.
2.1.2 Build on and strengthen the range of community-based parent resources and resiliency supports for children, parents and families, particularly mentoring programs.
2.1.3 Continue to implement home visitation and parenting skills programs, particularly for parents of young children and families at-risk.
2.1.4 Continue to pilot and implement mobile community response teams to assist children, youth and families in crisis.
2.1.5 Increase stakeholder awareness about the *Protection Against Family Violence Act* and family violence prevention strategies.
2.1.6 Together with Health and Wellness and other partners, develop and implement treatment programs for children who witness family violence, victims of family violence, and perpetrators.
2.1.7 Continue to support the provision of women's shelters for victims of family violence.
2.1.8 Work with Justice and other partners in the reform of family law.

PERFORMANCE MEASURES	TARGETS
C. Percentage of children reported to be at-risk who received supports through community resources and did not require child protection services. (Reporting will be based on the pilot sites for the first year of implementation.)	Caseload growth contained, and reduced by 5%
D. Percentage of families at-risk who indicate that the community services received helped preserve the family and improve family well being.	75%
E. Percentage of families receiving family violence services who report these are having a positive impact.	75%

CORE BUSINESS 2. KEEPING CHILDREN, YOUTH AND FAMILIES SAFE AND PROTECTED

Goal 2.2 Children in need will be protected and supported by permanent, nurturing relationships

Outcomes Children and youth in need are protected from abuse.
Children and youth in government care are placed in secure, life-long relationships and stay connected to family and community.

Key Focus Transforming child welfare and improving outcomes for children and families. Increasing the number of children in care who are reunited with their families or placed in permanent, nurturing relationships.

Strategies

2.2.1 Develop and implement an Alberta Response Model to transform child welfare. Re-engineer the case management model to improve decision making in support of children and families through family conferencing, and as a first priority, promote in-home supports for families, and the reunification of children with families whenever a child's safety and development can be assured.
2.2.2 Provide training to support social workers in implementing an Alberta Response Model.
2.2.3 Work with the foster care communities, including First Nations and Metis settlements to promote kinship care, and other living arrangements for children and youth who are in need of care.
2.2.4 Expand agency support to include adoptions, and other initiatives to provide children and youth in care with permanent, nurturing homes, and life-long connections to family and community.
2.2.5 Provide transitional supports such as mentoring programs, peer supports and extended networks that enable youth leaving child welfare to make a successful transition to independence.
2.2.6 Complete the Review of the *Child Welfare Act.*
2.2.7 Continue to provide preventive and treatment services for the protection of children and youth under the *Protection of Children Involved in Prostitution Act.*
2.2.8 Review the role of the Children's Advocate in the context of other advocacy.
2.2.9 Under the Social Care Facilities Review Committee, continue to conduct legislated reviews and investigations of social care facilities as required to ensure safe environments for children.

PERFORMANCE MEASURES	TARGETS
F. Percentage of children free of abuse or neglect while receiving child protection services.	100%
G. Percentage of children and youth in care who were reunited with their families or placed in other stable, long-term, living arrangements.	Increase by 10%
H. Percentage of children and youth receiving services under the *Protection of Children Involved in Prostitution Act* who are reconnected to parents or other family care and support.	70%
Additional Performance Measures Under Development for 2003 ◆ The Ministry is developing additional measures congruent with the National Child Welfare Outcome Indicators.	

CORE BUSINESS 3. PROMOTING HEALTHY COMMUNITIES FOR CHILDREN, YOUTH AND FAMILIES

Goal 3.1 The well-being and self-reliance of Aboriginal children, families and communities will be promoted, supported and comparable to that of other Albertans

Outcomes Aboriginal communities have the capacity to meet the needs of children, youth and families.

There is a reduced percentage of Aboriginal children represented in the child welfare caseload.

Aboriginal children, youth and families receive culturally appropriate services.

Key Focus Helping Aboriginal communities to develop the governance, organizational, accountability, and service delivery capacity to promote the care of their children, youth, and families.

Strategies

3.1.1 Continue to develop and implement a ministry specific plan for implementing the Aboriginal Policy Initiative, including attention to the needs of Aboriginal children not served through Metis Settlements or First Nations agreements.

3.1.2 Work with the federal government, First Nations and other Aboriginal communities to promote development and delivery of early intervention strategies to improve the well-being of Aboriginal children, youth, and families.

3.1.3 Negotiate and maintain child welfare agreements to support First Nations communities in delivering child protection services to children, youth and families on Reserves.

3.1.4 Through negotiated framework agreements, promote joint planning and action between the Ministry and the Metis Nation of Alberta Association respecting equitable participation and involvement of Metis peoples in programs, policies and standards that affect Metis children.

3.1.5 In collaboration with First Nations delegated child welfare agencies, develop an accountability and performance measurement framework.

3.1.6 Continue to develop and implement a plan for the recruitment and retention of Aboriginal staff in the Ministry.

PERFORMANCE MEASURES	TARGETS
I. Percentage of Aboriginal children free from abuse and neglect while receiving child protection services.	100%
J. Percentage of Aboriginal children in care who are reunited with their families or placed in other stable, long term, living arrangements.	Increase of 10%
K. Percentage of Aboriginal community partners reporting an increase in the community's ability to meet the needs of Aboriginal children, youth and families.	70%

CORE BUSINESS 3. PROMOTING HEALTHY COMMUNITIES FOR CHILDREN, YOUTH AND FAMILIES

Goal 3.2 Communities will have the capacity to plan and deliver services that promote the well being of children, youth and families

Outcomes Communities are responsive to the needs, values and cultures of children and their families.
Children, youth and families have opportunities to participate in decisions that affect them.
Albertans are aware of and involved in addressing issues faced by children, youth and families.

Key Focus Strengthening the capacity and self-reliance of communities to plan and deliver services to meet the needs of children, youth, and families.

Strategies

3.2.1 Promote the capacity of Family and Community Support Services (FCSS) and Regional Authorities to deliver preventive and early intervention programs for children and families, increase integration of programs and services, and promote strong partnerships.
3.2.2 Increase the information available to help Family and Community Support Services Association (FCSSA), municipalities and Metis Settlements strengthen programming through the Annual Report Data Base, the Measures Project, and the FCSSA public information and awareness initiatives.
3.2.3 Develop a provincial strategy for promoting the involvement of the private sector in addressing the needs of children, youth and families.
3.2.4 Develop and maintain the Youth Advisory Panel involving youth in identifying and addressing issues facing young Albertans.
3.2.5 Facilitate regular provincial and regional forums and public discussion to work towards the well-being of children, youth and families, including the Children's Forum and the Youth Forums.
3.2.6 Continue leadership of the Great Kids Awards to showcase the achievements of children and youth from diverse backgrounds.
3.2.7 Develop and maintain a public education campaign on the needs and achievements of Alberta's children, youth and families, and the work being done by the Ministry.

PERFORMANCE MEASURES	TARGETS
L. Percentage of FCSS boards reporting that programs and services are effective in meeting priority needs of the community.	80%
M. Percentage of community stakeholders reporting an increase in the community's ability to meet the needs of children, youth and families.	70%

CROSS-MINISTRY AND OTHER PARTNERSHIPS

CROSS-MINISTRY INITIATIVES

Alberta Children and Youth Initiative

Children's Services is the lead ministry of the Alberta Children and Youth Initiative (ACYI). The ACYI supports the healthy development of Alberta's children and youth through the joint efforts of provincial government ministries, local boards and authorities, families and communities, including First Nations and Metis settlements. ACYI initiatives currently include the prevention and treatment of Fetal Alcohol Syndrome, Early Childhood Development, Protection of Children Involved in Prostitution, Children's Mental Health Initiative, and the Student Health Initiative.

Aboriginal Policy Initiative

Alberta Children's Services is a partnering ministry of the Aboriginal Policy Initiative which works with Aboriginal people, federal and municipal governments, industry and other interested parties to improve the well-being and self-reliance of Aboriginal people, and to clarify federal, provincial and Aboriginal roles and responsibilities.

Health Sustainability Initiative and the Seniors Policy Initiative

Children's Services is also a partnering ministry of the Health Sustainability Initiative which will strengthen collaboration and coordination of initiatives to improve the health and wellness of Albertans, and the sustainability of the health care system now and in the future. This will include improved prevention initiatives, service delivery, and public understanding about the health system. The Ministry also supports the Seniors Policy Initiative.

INTERGOVERNMENTAL INITIATIVES

The Ministry works with municipal, federal, provincial and territorial governments to advance Alberta's position on key children and youth initiatives such as:

- Working with municipalities to strengthen Family and Community Support Services.
- Promoting a national vision of childhood well-being through the National Children's Agenda.
- Supporting families and communities through the Early Childhood Development initiative.
- Promoting leadership in the work of the Prairie Northern Pacific Partnership on Fetal Alcohol Syndrome.
- Providing leadership to provincial/territorial directors of child care on issues that promote optimal child development.
- Providing leadership on federal/provincial/ territorial initiatives to reform and improve child welfare.
- Providing leadership on national initiatives for the protection of children and youth involved in prostitution between the social service and justice sectors.
- Working with Human Resources and Employment and our intergovernmental partners to implement and monitor the National Child Benefit Initiative in Alberta, and to improve supports for children with disabilities and their families.

ALL ALBERTANS: THE CHILDREN'S FORUM

In October, the Ministry held the second provincial Children's Forum, and over 1,000 Albertans united for children and youth. The general public, community-based organizations, the private sector, government, and individuals delivering services shared their expertise and identified key areas for improving services to children and their families. These included:

- Promoting parenting programs and supports.
- Supporting preventative programs to foster healthy beginnings for children, quality care, and optimal childhood development.
- Empowering youth to make healthy choices for themselves.
- Reuniting children and youth with their families as a priority, and supporting. adolescents in making a transition to independent living.
- Promoting the knowledge, wellness and professionalism of people caring for children.

The Ministry will continue to address the recommendations from the Children's Forum through future business plans, and will continue to act on priority areas as part of government's commitment to help families and communities promote the well-being of Alberta's children, youth and families.

MINISTRY-WIDE CORPORATE STRATEGIES

The Ministry's corporate strategies support goal achievement across all three core business areas. Children's Services is a learning organization committed to staff development, strengthening the infrastructure required to deliver services, and promoting the cost effective management of resources to improve outcomes for children, youth, and families. Children's Services will:

1. Undertake policy research to ensure that up to date information is available to support and enhance decision making for planning, policies, programs, and service delivery.
2. Develop region-specific and ministry-wide environmental scanning to improve business planning.
3. Strengthen the accountability framework, including the planning process with regional authorities.
4. Develop a strategy to identify and share best practices across the province.
5. Co-ordinate and conduct program evaluations to continuously improve programs and services for children and their families.
6. Develop ministry-wide performance measures and an integrated performance measurement system to support continuous improvement and reporting of results.
7. Develop a strategy to attract, retain, develop and promote staff skills across the ministry in keeping with government's corporate human resource development strategy.
8. Implement a plan to increase the efficiency and effectiveness of the Ministry's Information and Communications Technology expenditures. This will include working with Child and Family Services Authorities to improve systems that enable detailed child welfare cost / benefit information for better accountability.
9. Review the shared services support for regional authorities, and implement changes to increase efficiency and cost effectiveness.
10. Prepare a Business Resumption Plan to respond to any emergencies that may arise.
11. Undertake and complete the designated Regulatory Reviews for 2002-05.

Expense by Core Business

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Core Business						
Promoting the development and well-being of children, youth and families	214,257	231,327	233,976	236,368	237,717	237,717
Keeping children, youth and families safe and protected	308,363	326,125	345,787	338,445	339,407	339,407
Promoting healthy communities for children, youth and families	64,541	90,146	68,270	100,586	101,257	101,257
MINISTRY EXPENSE	587,161	647,598	648,033	675,399	678,381	678,381

Ministry Statement of Operations

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Internal Governmental Transfers	1,200	1,200	1,200	25,000	25,000	25,000
Transfers from Government of Canada	113,527	111,141	123,386	136,615	146,609	146,406
Other Revenue	9,547	8,996	11,155	11,870	12,340	12,340
MINISTRY REVENUE	124,274	121,337	135,741	173,485	183,949	183,746
EXPENSE						
Program						
Ministry Support Services	13,926	15,989	15,700	13,622	13,622	13,622
Services to Children and Families:						
Program Support Services	31,246	30,192	29,962	31,851	31,851	31,851
Child Welfare	331,724	343,034	369,622	365,589	366,573	366,573
Services to Children with Disabilities	55,849	55,106	61,400	62,069	62,576	62,576
Child Care	63,875	67,656	59,100	60,276	60,276	60,276
Early Intervention	26,816	56,172	35,969	51,230	52,721	52,721
Prevention of Family Violence	12,277	13,629	12,800	11,161	11,161	11,161
Protection of Children involved in Prostitution	3,061	5,600	4,800	5,622	5,622	5,622
Child and Family Services Authorities Governance	2,051	3,030	2,250	2,343	2,343	2,343
Family and Community Support:						
Family and Community Support Services	37,864	42,641	42,215	57,476	57,476	57,476
Community Capacity Building	7,360	13,799	11,023	12,660	12,660	12,660
Valuation Adjustments and Other Provisions	1,112	750	3,192	1,500	1,500	1,500
MINISTRY EXPENSE	587,161	647,598	648,033	675,399	678,381	678,381
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(462,887)	(526,261)	(512,292)	(501,914)	(494,432)	(494,635)

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	124,274	121,337	135,741	173,485	183,949	183,746
Inter-ministry consolidation adjustments	(1,430)	(1,200)	(1,430)	(25,230)	(25,230)	(25,230)
Consolidated Revenue	122,844	120,137	134,311	148,255	158,719	158,516
Ministry Program Expense	587,161	647,598	648,033	675,399	678,381	678,381
Inter-ministry consolidation adjustments	(230)	-	(230)	(230)	(230)	(230)
Consolidated Program Expense	**586,931**	**647,598**	**647,803**	**675,169**	**678,151**	**678,151**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(464,087)	(527,461)	(513,492)	(526,914)	(519,432)	(519,635)

Community Development

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 26, 2002 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

Gene Zwozdesky

Gene Zwozdesky, *Minister of Community Development*
February 27, 2002

VISION

A vibrant province where Albertans experience fair opportunity and the quality of life to which they aspire.

MISSION

To enhance and preserve the quality of life for Albertans.

THE MINISTRY

Alberta Community Development is a diverse ministry offering programs and services that enhance and preserve the quality of life for all Albertans. The ministry includes the Department of Community Development, comprising the Community and Citizenship Services Division, the Cultural Facilities and Historical Resources Division, the Community Support Systems Division, the Parks and Protected Areas Division, Ministry Support Services, and the Francophone Secretariat, and the following reporting agencies and foundations:

- Human Rights, Citizenship and Multiculturalism Education Fund Advisory Committee;
- Alberta Human Rights and Citizenship Commission;
- Alberta Foundation for the Arts;
- Alberta Sport, Recreation, Parks and Wildlife Foundation;
- Alberta Historical Resources Foundation;
- Wild Rose Foundation;
- Government House Foundation;
- Premier's Council on the Status of Persons with Disabilities; and
- Persons with Developmental Disabilities Boards.

The Alberta Community Development 2002-05 business plan provides a consolidated plan for the ministry. In addition, each of the reporting agencies and foundations produces more detailed plans. A summary of the Persons with Developmental Disabilities Provincial Board business plan for 2002-05 is included to provide more information on this major component of the ministry.

VALUES

In the pursuit of this mission, continued success is based on the following corporate values:

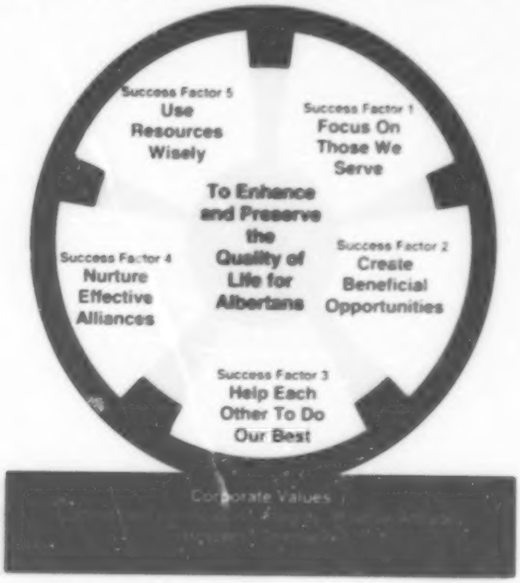
- Commitment
- Innovation
- Integrity
- Positive attitude
- Respect
- Teamwork

CRITICAL SUCCESS FACTORS

Alberta Community Development's business planning process includes an examination of the critical success factors crucial to achievement of the ministry's mission. Five success factors have been identified. To be successful, the ministry must:

- **Focus on those we serve** —The ministry will work with Albertans to identify needs and an appropriate level of service within our legislated mandate and available resources.
- **Create beneficial opportunities** — The ministry will develop policies and deliver programs that advance the quality of life for Albertans through innovation and continuous improvement.
- **Help each other to do our best** — Ministry staff will recognize each other's strengths, aspirations and needs, and work together to facilitate success.
- **Nurture effective alliances** — The ministry will seek, create and maintain mutually beneficial relationships based upon shared goals.
- **Use resources wisely** — The ministry will balance its resources to address the changing needs and expectations of our clients, while reflecting government-wide priorities and accountability requirements.

The diagram below illustrates the relationship between the mission and success factors and the importance of the underlying corporate values in achievement of the mission.


Success Factor 5
Use Resources Wisely
Success Factor 1
Focus On Those We Serve
To Enhance and Preserve the Quality of Life for Albertans
Success Factor 4
Nurture Effective Alliances
Success Factor 2
Create Beneficial Opportunities
Success Factor 3
Help Each Other To Do Our Best
Corporate Values

©Kemeter Group International (Developed under license by Turnkey Management Consulting and modified by Alberta Community Development)

LINK TO GOVERNMENT BUSINESS PLAN

The Alberta Community Development business plan is closely aligned with the Government of Alberta 2002-05 business plan and the majority of the goals within the core businesses of *People, Prosperity* and *Preservation*. In carrying out its mandate, the ministry works collaboratively with other ministries across government, as well as with community and private sector organizations, to support initiatives that contribute to government's vision.

MINISTRY CORE BUSINESSES

The ministry provides leadership in advancing a high quality of life for Albertans through its five core businesses:

1. promoting community development;
2. protecting human rights and promoting fairness and access;
3. supporting the inclusion and participation of Albertans with disabilities and protecting persons in care;
4. preserving, protecting and presenting Alberta's history and culture; and
5. preserving, protecting and presenting Alberta's provincial parks and protected areas.

1. PROMOTING COMMUNITY DEVELOPMENT

GOAL	ACTIVITIES TO ACHIEVE OUR GOAL
To design and deliver programs and services that nurture and support, in collaboration with geographic communities and communities of interest, a high quality of life in Alberta.	The capacity for self-reliance of the arts, recreation, sport, library and voluntary sectors is increased through: • Organizational assistance, skill development, consultation, facilitation and financial support services toward the development and advancement of the voluntary sector and community development; • Financial and consultative support for the development of arts and culture, sport, recreation and active living education programs; • Coordination, financial and consultative support for a province-wide library system and information network; • Film Classification and public arts education; and • Effective liaison with, and effective representation of, the Francophone community in the province.

STRATEGIES

- Continue to provide financial support for film making in Alberta through the Alberta Film Development Program.
- Prepare an action plan in response to the 2001 impact study of the Alberta Film Development Program.
- Develop a communication strategy to increase public awareness and understanding of the Alberta Foundation for the Arts, and undertake adjustments to new Alberta Foundation for the Arts programs that were introduced in 2001-02 based on community feedback.
- Contribute to the athletic achievement of Albertans through financial and consultative support to the sport system, including provincial and interprovincial multi-sport games, provincial sport associations, and volunteer coaching development.
- Contribute to the national goal of reducing physical inactivity through promotion of the Active Living strategy in collaboration with other ministries and agencies and through provision of support and consultation to provincial recreation associations.
- Encourage the preservation and recreational use of natural environments and community parks.
- Cooperate with provincial and municipal organizations to assess the growing concern about aging sport and recreation infrastructure.
- Provide facilitation and consultation services toward the development of recreation corridors in Alberta.
- Ensure the long-term sustainability of the Alberta Public Library Electronic Network as an integral part of the government information distribution and learning network, through support for network maintenance and coordination, training and province-wide databases.

STRATEGIES

- Ensure the long-term viability of Alberta's public libraries through ongoing consultation, legislation reviews, funding, research and strategic planning exercises.
- Collaborate with Alberta Learning and The Alberta Library on an examination of challenges related to a province-wide shared electronic library information initiative.
- Build organizational capacity in the voluntary sector so that its members can engage in community development activities and initiatives.
- Enhance community development activities or initiatives by supporting community involvement.
- Continue to provide financial support to human and social service non-profit organizations to build organizational capacity.
- Through the International Development Grants Program, contribute to Alberta's International humanitarian efforts led by local non-government organizations.
- Consult with Francophone Albertans to develop an action plan based on their needs, to serve as the basis for negotiation of a federal/provincial cooperation agreement to support development of the community.
- Consult with ministry clients about their expectations and needs, and seek the views and opinions of Albertans and the organizations that represent them.

2. PROTECTING HUMAN RIGHTS AND PROMOTING FAIRNESS AND ACCESS

GOAL	ACTIVITIES TO ACHIEVE OUR GOAL
To design and deliver programs and services that increase understanding and awareness of diversity, foster equality and reduce discrimination so all Albertans have the opportunity to participate in the social, economic and cultural life of the province.	Human rights are protected and fairness and access promoted through: • Resolution of complaints made under the *Human Rights, Citizenship and Multiculturalism Act*; • Public education, information and consultation services; • Financial assistance to community human rights and diversity projects through the Human Rights, Citizenship and Multiculturalism Education Fund; • Consultation services and policy advice provided to the Minister and to other government departments; and • Collaboration with other jurisdictions, levels of government and agencies to achieve mutual goals related to human rights and diversity.

STRATEGIES

- Deliver high-quality compliance and regulatory services in resolving and adjudicating complaints of alleged discrimination.
- Continue to develop resources and programs to build general awareness of human rights and diversity, and of the programs and services offered by the department, the Alberta Human Rights and Citizenship Commission and through the Human Rights, Citizenship and Multiculturalism Education Fund.
- Build knowledge and skills within targeted audiences and build partnerships that support the development of a society respectful to human rights and diversity.
- Continue to implement improvement strategies in programs and services that protect human rights and promote fairness and access.
- Take action to address workplace discrimination and develop positive employment-related human rights practices by improving programs and services to support employers and other partners in the workplace.
- Through the Education Fund, support organizations in undertaking human rights and diversity initiatives.
- Through the Education Fund, support the key strategies outlined in the *Promoting Equity and Fairness for All Albertans* report.

STRATEGIES

- Support the Cultural Diversity Institute.
- Propose legislative changes in keeping with reviews of the *Blind Persons' Rights Act* and *Guide Dogs Qualifications Regulations* that were undertaken in 2001-02.
- Collaborate with other jurisdictions in support of initiatives by Ministers responsible for the Status of Women.
- Collaborate with other jurisdictions, levels of government, and agencies to achieve mutual goals.
- Coordinate the preparation of Alberta's submissions to Canadian reports on international human rights instruments.

3. SUPPORTING THE INCLUSION AND PARTICIPATION OF ALBERTANS WITH DISABILITIES AND PROTECTING PERSONS IN CARE

GOAL	ACTIVITIES TO ACHIEVE OUR GOAL

To design and deliver individual-based programs that ensure that Albertans who live with a disability have opportunity to participate in the social, economic and cultural life of the province and ensure that adult Albertans in care are protected from abuse.	Community inclusion and participation are strengthened through:
	◆ Supporting the activities of the Persons with Developmental Disabilities Boards to ensure the development, maintenance and delivery of quality programs and services to support persons with developmental disabilities;
	◆ Ensuring the community governance system is responsive to individuals with developmental disabilities, their families or guardians, and their community;
	◆ Enhancing the protection of adult Albertans in care by investigating allegations of abuse in publicly funded care facilities under the *Protection for Persons in Care Act* and making recommendations to prevent further incidents;
	◆ Promoting the inclusion and participation of persons with disabilities in community life;
	◆ Providing advice on policy development and evaluation with respect to the interests of persons with disabilities; and
	◆ Supporting the inclusion of Albertans with disabilities in accordance with the *Premier's Council on the Status of Persons with Disabilities Act* by:
	  ◆ Developing strong partnerships, strategic alliances and working relationships with community stakeholders and government departments, agencies and other organizations;
	  ◆ Building awareness of the council and its work; and
	  ◆ Encouraging all government ministries to accept their strategic responsibility to improve the status of persons with disabilities.

STRATEGIES

- Continue the development and implementation of the Alberta Brain Injury Initiative.
- Implement follow-up strategies resulting from the initial phases of the Gaps in Service Project.
- Implement *Strategic Directions* from the *Building Better Bridges — Final Report on Programs and Services in Support of Persons with Developmental Disabilities*, within limits of available funding.
- Support the achievement of the strategies outlined in the Persons with Developmental Disabilities 2002-05 business plan. (A summary of the Persons with Developmental Disabilities Alberta Provincial Board's 2002-05 business plan appears later in this document, following the Performance Measures section.)
- Undergo a legislative review of the *Protection for Persons in Care Act* to evaluate its effectiveness as a mechanism for protecting persons from abuse and improving the life of adult Albertans in care.
- Consult with persons with disabilities to identify and eliminate barriers to their participation in the social, economic and cultural life of the province.

STRATEGIES

- Facilitate development of public sector legislation, policies and outcomes that result in improvement in the status of persons with disabilities.
- Position the Premier's Council on the Status of Persons with Disabilities in appropriate community and intergovernmental initiatives to further the cause and issues of persons with disabilities.
- Provide supportive research and information to better inform processes related to disability issues.
- Attend and inform other processes that may impact on the status of persons with disabilities and ensure that relevant issues are made salient.
- Host an annual event, in cooperation with the Alberta Disability Forum, to identify strategic issues and attendant strategies.
- Table the Alberta Disability Strategy and advocate for a comprehensive government response.
- Assist all government ministries in understanding the Alberta Disability Strategy and encourage them to accept responsibility for determining appropriate strategies to respond.
- Advocate for the inclusion of disability issues in all government business plans.
- Develop and implement appropriate monitoring tools to measure the progress of the Alberta Disability Strategy.
- Clarify the government's commitment to *In Unison 2000* and to addressing disability issues through the Social Union.
- Assist divisions and agencies within the Ministry of Community Development to achieve their accessibility goals for persons with disabilities.

4. PRESERVING, PROTECTING AND PRESENTING ALBERTA'S HISTORY AND CULTURE

GOAL	ACTIVITIES TO ACHIEVE OUR GOAL
To design and deliver programs and services that preserve, protect, research, present and promote appreciation for Alberta's historical resources and culture, and that provide significant educational, scientific and economic benefits.	Alberta's history and culture are preserved, protected and presented through: ◆ Operating, in partnership with community groups or cooperating societies, provincial historic sites, museums and interpretive centres; the Provincial Archives of Alberta; and the Northern and Southern Alberta Jubilee Auditoria; ◆ Identifying, preserving, managing and/or acquiring historical and cultural resources of significance to Alberta; ◆ Delivering public programs and exhibits and conducting applied research to increase public knowledge of Alberta's past; ◆ Acquiring and preserving significant private and government records and making them available for research purposes; ◆ Regulating land-based development activity to preserve significant historical resources; ◆ Providing professional and technical advice and funding assistance through the Alberta Historical Resources Foundation to parties involved in historical preservation and presentation; and ◆ Coordinating the Alberta 2005 Centennial.

STRATEGIES

- Coordinate Alberta's 2005 Centennial program, which will provide opportunities for all Albertans to participate in the celebrations and leave a legacy for future generations, in partnership with other ministries, foundations, communities, non-profit organizations, municipalities and the federal government.
- In partnership with Alberta Infrastructure, complete the rehabilitation of the new home of the Provincial Archives of Alberta.
- Conduct temporary refitting of exhibit areas at the Provincial Museum of Alberta, until such time that the ministry can pursue the development of a new facility.
- Work with Parks and Protected Areas to develop opportunities to enhance heritage and natural resource protection, preservation and presentation.

STRATEGIES

- Continue to work with Alberta Energy, Alberta Sustainable Resource Development and the Alberta Energy and Utilities Board to increase the efficiency and effectiveness of existing historical resource management programs.
- Work with the Department of Canadian Heritage to develop and implement the Federal Government's Cross-Canada Heritage Places Initiative to encourage the redevelopment of heritage properties.
- Work toward an electronic records preservation strategy as part of the new Provincial Archives of Alberta, with the goal of acquiring and preserving primary records and making them available over the Internet, to be implemented as funding resources become available.
- Continue to survey visitors and non-visitors to provincial historic sites, museums and interpretive centres in order to better meet their expectations.
- Continue to develop a Collections and Exhibits Infrastructure Management System as funding permits and explore alternative approaches to infrastructure management system development.
- Work with Alberta Infrastructure to improve access to the province's modern heritage facilities for persons with disabilities, to develop appropriate storage solutions for the province's heritage collections, and to pursue capital reinvestment strategies at heritage facilities, within limits of available resources.
- Support the Aboriginal Policy Initiative through the repatriation of ceremonial and sacred objects, through assistance in development of government policy for unregistered burials, and through creating partnerships with Aboriginal people to preserve, protect and present Aboriginal culture.
- Update disaster plans and address deficiencies, within budget realities.
- Undertake a review of specific recapitalization needs for historic sites and facilities that require urgent renewal and identify them in the Corporate Capital Overview.
- Investigate and implement possible steps to increase self-generating revenues for facility/program re-investment.

5. PRESERVING, PROTECTING AND PRESENTING ALBERTA'S PROVINCIAL PARKS AND PROTECTED AREAS

GOAL	ACTIVITIES TO ACHIEVE OUR GOAL
To manage and maintain Alberta's provincial parks and protected areas to preserve the province's natural heritage and provide opportunities for heritage appreciation, outdoor recreation and heritage tourism.	Alberta's parks and protected areas will be preserved, protected and presented through: ◆ Preserving a network of provincial parks and protected areas that represents the diversity of the province's natural heritage and related cultural heritage; ◆ Providing opportunities for Albertans and visitors to explore, understand and appreciate the province's natural heritage; ◆ Providing a variety of natural landscape dependent outdoor recreation opportunities and related facilities and services; and ◆ Encouraging Albertans and visitors to discover and enjoy Alberta's natural heritage through nature-based outdoor recreation and tourism opportunities, facilities and services.

STRATEGIES

- Develop new provincial parks and protected areas legislation to consolidate and streamline existing legislation and to provide a sound basis for the management and protection of Alberta's expanded network of provincial parks and protected areas.
- Participate in overall government planning for, and plan, coordinate and implement Parks and Protected Areas Division involvement in support to, the G8 Summit in Kananaskis Country.
- Develop a provincial strategy for managing an expanded parks and protected areas system with reduced funding.
- Develop a "Re-investment Strategy" for recapitalizing and sustaining basic facilities and services in provincial parks and major recreation areas.

STRATEGIES

- Develop an updated "systems plan" and strategic direction for managing Alberta's expanded network of provincial parks and protected areas.
- Identify management planning and biophysical resource inventory priorities for 2002-05. Develop and update management plans and complete biophysical resource inventories for "priority" parks and protected areas.
- Review existing park facility operations contracting methods to improve public service and effectiveness.
- Develop and implement a new "visitor satisfaction" performance measure.
- Work with Cultural Facilities and Historical Resources Division to develop opportunities to enhance heritage and natural resource protection, preservation and presentation.
- Complete a "needs assessment" for interpretive and environmental education services in provincial parks, to set future program direction.
- Implement a strategic marketing plan to increase Albertans' awareness and appreciation for Alberta's provincial parks and protected areas.
- Maintain and enhance the Alberta Natural Heritage Information Centre's ability to provide quality natural heritage data to support effective management and protection of Alberta's provincial parks and protected areas and to provide natural heritage data to clients and partners in other provincial and federal agencies, universities, industry and national and international conservation organizations.
- Expand opportunities for involvement of volunteers to enhance research and monitoring of provincial parks and protected areas.
- Review fees and charges for land use, facilities and services in provincial parks and protected areas.

CORPORATE INITIATIVES

The following corporate initiatives have been identified that cut across the ministry's core businesses, highlighting the ministry's commitment to continuous improvement:

- In keeping with the Government's commitment to ensure services for Albertans, Community Development will be developing a business resumption plan to address potential interruption or loss of essential services.
- Over the three-year course of the business plan, a review of programs and services will be initiated to identify additional opportunities for persons with disabilities to participate in ministry services and programs.
- Undertake a review of recommendations included within the final report of *Review of Agencies, Boards and Commissions and Delegated Administrative Organizations* with respect to grant flow-through agencies.
- Develop joint marketing programs to enhance awareness of ministry programs and services, both within the ministry and across the province.
- In enhancing the quality of life for Albertans, maintain or develop partnerships with other government ministries; municipalities; other levels of government; post secondary institutions; and community, private sector and non-profit organizations.
- The ministry will participate in, and provide support for, the cross ministry priority policy initiatives and key administrative initiatives, as outlined in the following section.

ACHIEVING THE GOALS OF GOVERNMENT'S CROSS-MINISTRY INITIATIVES

The ministry will participate in, and provide support for, the cross-ministry priority policy initiatives: **Health Sustainability Initiative, Economic Development Strategy, Alberta Children and Youth Initiative**, and **Aboriginal Policy Initiative**. In addition, the ministry continues to demonstrate its commitment to ensuring the success of the cross-ministry key administrative initiatives: **Alberta Corporate Service Centre Initiative, Corporate Human Resource Development Strategy, Corporate Information Management/Information Technology Strategy**, and **Alberta One-Window Initiative**.

The **Health Sustainability Initiative**, specifically the supportive communities component of the Seniors Policy Initiative, is supported by the ministry by providing programs that promote volunteerism and volunteer recognition and that support choices, independence and participation of seniors in their communities. In addition, the **Health Sustainability Initiative** is supported by the Active Living and the Sport and Recreation programs that promote, and provide opportunities for, longer term health benefits of an active lifestyle.

The **Economic Development Strategy** is supported by operating provincial heritage and cultural facilities and by preserving a network of provincial parks and protected areas that provide natural and heritage-based tourism opportunities; by participating in the development of Alberta's tourism policy and programs through the Strategic Tourism Marketing Council; by partnering with the tourism industry in other ways to market tourism opportunities; and by delivering programs that provide opportunities in the arts, sport and recreation, volunteer, human rights and library sectors.

As one of the partnering ministries in the **Alberta Children and Youth Initiative**, this ministry provides support on a number of committees, including the Partnering Deputies Committee, the Key Contacts Committee, and the Performance Measures Committee. This initiative is also supported through provision of programs and services that support the healthy development of children and youth with an emphasis on prevention and creating positive outcomes for this sector of our society. This is evidenced through programs and services throughout the ministry, such as the Active Living Program, Youth Leadership Programs, Alberta's Future Leaders Program, Arts Camps for Aboriginal youth, the creation of a Provincial Youth Facilitation Team to deliver Make Contact workshops (peer facilitated youth development), and the Ever Active Schools Program. The Initiative is also supported through the provision of, or opportunity for, curriculum-based and family-oriented learning opportunities at the ministry's historic sites, museums, interpretive centres and major provincial parks. As well, community initiatives are supported through the Human Rights, Citizenship and Multiculturalism Education Fund.

In collaboration with Aboriginal communities and other ministries, Community Development supports the cross ministry **Aboriginal Policy Initiative** through facilitating capacity-building initiatives such as the Alberta's Future Leaders Program. This policy initiative is also supported through funding to the Indigenous Sport Council of Alberta and the 2002 North American Indigenous Games; through working proactively in the repatriation of ceremonial and sacred objects with a view toward cultural renewal; through assisting in development of government policy for unregistered burials; through creating partnerships with Aboriginal people to preserve, protect and present Aboriginal culture;

through assisting in the development of Aboriginal tourism and heritage/cultural centres; through supporting community initiatives through the Human Rights, Citizenship and Multiculturalism Education Fund; and through establishing the First Nations Development Fund.

The ministry continues to support the goals of the **Corporate Human Resource Development Strategy** by continued implementation of a Human Resource plan to ensure effective development of the ministry's human resources through such initiatives as learning opportunities, leadership continuity, and strategies to recognize success.

The ministry's 2002-05 information management/information technology plan is closely aligned with the government's **Corporate Information Management/Information Technology Strategy** as well as with the ministry's business plan. The ministry's information technology strategy continues the focus on improved service to Albertans through improved Internet services, electronic access to heritage and cultural resources, the use of technology in exhibit upgrades, and maintenance of the Alberta Public Library Electronic Network. As funds become available, the ministry will manage and protect electronic information holdings by planning for the migration of government electronic information to the Provincial Archives, and by consolidating collections systems for heritage and cultural resources. Partnerships supporting service delivery will be expanded. Continuous improvement will be supported through the provision of planning and technical support to ministry users and the ongoing improvement of mission critical systems.

The ministry will continue to work closely with the **Alberta Corporate Service Centre** to ensure the success of this important cross ministry initiative.

The ministry is an active participant in the **Alberta One-Window Initiative**. Strategies to promote one-window access to government information will be enhanced through the ministry's support to the public library infrastructure and support to the Alberta Public Library Electronic Network.

REGULATORY REVIEW

Over this business planning cycle, the ministry will continue to review its regulations and regulatory processes, and will take action as appropriate and consistent with its Regulatory Review Work Plan.

PERFORMANCE MEASURES

The ministry assesses its performance in achieving the goals of each core business through a range of performance measures. In the following charts, the ministry key performance measures have been grouped under four overall "measures". Past results and targets are included where available.

Measure: Participation	**Results 1998-99**	**Results 1999-2000**	**Results 2000-01**	**Target for 2002-05**
Level of community volunteerism (Core business # 1)	71.5%	72.1%	75.2%	75%
Percentage of adult Albertans participating in sport and recreational activities (Core business # 1)	78.6%	89.5%	86.1%	90%
Percentage of adult Albertans using public library services (Core business # 1)	53.2%	53.2%	53.8%	54%
Percentage of adult Albertans participating in arts and cultural activities (Core business # 1)	New measure	89.6%*	89.7%*	90%
Percentage of adult Albertans who have visited an Alberta museum, historic site or interpretive centre (Core business # 4)	New measure	66.1%*	67.5%*	68%
Visitation at 19 provincially-owned historic sites, museums and interpretive centres (Core business # 4)	1,051,604	1,027,939	1,065,758	1,100,000
Visitation at provincial parks and provincial recreation areas (Core business # 5)	8,661,985	8,581,843	Not available	8,000,000

Measure: Satisfaction	**Results 1998-99**	**Results 1999-2000**	**Results 2000-01**	**Target for 2002-05**
Customer satisfaction with community development assistance provided (Core business # 1)	98.0%	98.5%	99.1%	Methodology revised in 2001-02
Percentage of individuals with developmental disabilities who report overall satisfaction with PDD-funded services (Core business # 3)	93.6%	Biannual survey	95.1%	90% or more
Percentage of families/guardians who report overall satisfaction with PDD-funded services (Core business # 3)	88.2%	Biannual survey	90.2%	90% or more
Satisfaction of visitors with experiences at provincial historic sites, museums and interpretive centres (Core business # 4)	98.7%	98.3%	98.5%	99%
Satisfaction of visitors with experiences at provincial parks and recreation areas (Core business # 5)	New measure in 2002-03	New measure in 2002-03	New measure in 2002-03	To be established

* Results have not been audited

Measure: Quality of Life	**Results 1998-99**	**Results 1999-2000**	**Results 2000-01**	**Target for 2002-05**
Percentage of adult Albertans who consider the following as important in contributing to overall quality of life:				
◆ Arts and culture	New measure	87.6%*	87.3%*	88%
◆ Sport and recreational activities		97.2%*	98.0%*	98%
◆ Public libraries		97.5%*	96.6%*	98%
◆ Volunteer activities		98.9%*	97.4%*	99%
◆ Environment free of discrimination		97.2%*	96.9%*	98%
◆ Historical resources		93.1%*	93.7%*	94%
(Core business # 1, # 2 and # 4)				
Percentage of adult Albertans who believe human rights are fairly well or very well protected in Alberta (Core business # 2)	81.7%	83.2%	84.3%	85%
Percentage of adult Albertans who believe that, overall, historical resources are being adequately protected and preserved in Alberta communities (Core business # 4)	New measure	73.9%*	71.2%*	74%
Knowledge-gained assessment by visitors to provincial historic sites, museums and interpretive centres (Core business # 4)	90.4%	91.1%	90.2%	92%
Total area of parks and protected areas in Alberta (Core business # 5)	68,153 km^2	70,211 km^2	76,056 km^2	81,000 km^2

Measure: Economic Impact	**Results 1998-99**	**Results 1999-2000**	**Results 2000-01**	**Target for 2002-05**
Impact of the support provided by the Alberta Film Development Program:				
◆ Number of film production employment opportunities for Albertans	New measure	1,156	2,583	2,600
◆ Number of productions made each year in Alberta		19	38	40
◆ Dollar value of film production by Albertans in Alberta		$19.2 million	$39.1 million	$40 million
(Core business # 1)				
Economic impact of provincial historic sites, museums and interpretive centres:				
◆ Value-added impact	$37 million	$42.7 million	$54.4 million*	$55 million
◆ Taxation revenue returned to three levels of government	$12 million	$16.5 million	$21.7 million*	$22 million
(Core business # 4)				

*Results have not been audited

PERSONS WITH DEVELOPMENTAL DISABILITIES ALBERTA PROVINCIAL BOARD

The primary customers of Persons with Developmental Disabilities (PDD) Boards are the approximately 8,000 adults with developmental disabilities and their families/guardians receiving PDD-funded supports.

VISION

An Alberta that honours and respects the dignity and equal worth of persons with developmental disabilities.

MISSION

To create an Alberta where adults with developmental disabilities are included in community life.

CORE BUSINESSES

- To ensure the development, maintenance and delivery of quality programs and services to support persons with developmental disabilities.
- To promote the inclusion of persons with disabilities in community life.
- To ensure the community governance system is responsive to individuals with developmental disabilities, their families/guardians and their community.

PRIORITIES

In the next three years, the PDD Provincial Board's priorities involve strengthening community inclusion for adults with developmental disabilities by focusing on:

- homes in the community for adults with developmental disabilities;
- employment in the community for adults with developmental disabilities; and
- supporting and strengthening the community agency workforce who provide services to adults with developmental disabilities.

GOALS

- Outcomes for adults with developmental disabilities will improve.
- Adults with developmental disabilities and their families/guardians are the primary voice in setting the direction of PDD.
- Human resources are valued, from service provider staff within the community to government staff working in PDD.
- PDD community governance is effective.
- Work with entities at federal, provincial, regional and local levels to address community inclusion for persons with developmental disabilities.

PERFORMANCE MEASURES

- Percentage of *Creating Excellence Together* (CET) Quality of Life Standards met by PDD-funded service providers.
- Percentage of individuals with developmental disabilities and families and guardians who report overall satisfaction with PDD-funded services.

PDD BUSINESS PLAN

The Persons with Developmental Disabilities Boards are Provincial Corporations, which operate within the Ministry of Alberta Community Development. As per the *Government Accountability Act* and the *Persons with Developmental Disabilities Community Governance Act*, the Boards prepare separate business plans.

Expense by Core Business

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Core Business						
Promoting Community Development	101,991	93,749	84,882	81,700	112,808	113,090
Protecting Human Rights and Promoting Fairness and Access	4,637	5,046	4,950	4,885	5,175	5,177
Ensuring Inclusion and Participation for Albertans with Disabilities	340,707	384,892	383,077	413,523	444,894	444,970
Preserving, Protecting and Presenting Alberta's History and Culture	66,766	76,714	50,665	38,012	37,346	37,260
Preserving, Protecting and Presenting Alberta's Provincial Parks and Protected Areas	39,528	45,275	39,891	45,246	45,004	44,867
MINISTRY EXPENSE	553,629	605,676	563,465	583,366	645,227	645,364

Ministry Statement of Operations

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Internal Government Transfers	61,071	108,544	75,582	58,256	89,219	89,119
Transfers from Government of Canada						
Canada Health and Social Transfer	18,047	15,006	17,046	17,791	17,489	17,116
Other	350	930	1,729	1,535	1,192	1,192
Investment Income	1,911	1,440	1,395	1,365	1,375	1,375
Premiums, Fees and Licences	6,326	8,918	8,138	9,911	9,731	9,691
Other Revenue	7,772	9,762	8,355	8,661	6,723	6,657
MINISTRY REVENUE	95,477	144,600	112,245	97,519	125,729	125,150
EXPENSE						
Program						
Promoting Community Development	99,484	90,995	82,148	78,868	109,892	110,162
Protecting Human Rights and Promoting Fairness and Access	4,195	4,550	4,458	4,376	4,651	4,651
Ensuring Inclusion and Participation for Albertans with Disabilities	340,073	384,207	382,397	412,819	444,169	444,242
Preserving, Protecting and Presenting Alberta's History and Culture	64,301	73,931	47,904	35,151	34,401	34,304
Preserving, Protecting and Presenting Alberta's Provincial Parks and Protected Areas	36,738	42,076	36,718	41,959	41,620	41,471
Ministry Support Services	9,164	9,700	9,631	9,976	10,277	10,317
Valuation Adjustments and Other Provisions	(326)	217	209	217	217	217
MINISTRY EXPENSE	553,629	605,676	563,465	583,366	645,227	645,364
Gain (Loss) on Disposal of Capital Assets	-	2,320	-	2,320	2,320	2,320
NET OPERATING RESULT	(458,152)	(458,756)	(451,220)	(483,527)	(517,178)	(517,894)

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	95,477	144,600	112,245	97,519	125,729	125,150
Inter-ministry consolidation adjustments	(61,071)	(110,224)	(75,582)	(59,936)	(90,899)	(90,799)
Consolidated Revenue	34,406	34,376	36,663	37,583	34,830	34,351
Ministry Program Expense	553,629	605,676	563,465	583,366	645,227	645,364
Inter-ministry consolidation adjustments	-	(4,000)	-	(4,000)	(4,000)	(4,000)
Consolidated Program Expense	**553,629**	**601,676**	**563,465**	**579,366**	**641,227**	**641,364**
Gain (Loss) on Disposal of Capital Assets	-	2,320	-	2,320	2,320	2,320
Inter-ministry consolidation adjustments	-	(4,000)	-	(4,000)	(4,000)	(4,000)
CONSOLIDATED NET OPERATING RESULT	(519,223)	(568,980)	(526,802)	(543,463)	(608,077)	(608,693)

Economic Development

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 26, 2002 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

Mark Norris, *Minister of Economic Development*
February 26, 2002

INTRODUCTION

The world is changing rapidly. Alberta Economic Development's clients and stakeholders are operating in an era of increased competition and increasingly globalized markets. On one hand, market opportunities are growing as global trade and investment barriers are brought down. On the other hand, Alberta's enterprises must be able to face the challenges of competition from global players in our own backyard. As Alberta moves from a primarily resource-based economy to one that is more diversified, knowledge, innovation and competitiveness will become more and more critical to success. Continued strong economic performance is predicated upon the ability of the province's businesses, industry and related organizations to turn challenges into opportunities and opportunities into sustainable growth and prosperity.

Alberta Economic Development (AED) is committed to working and partnering with our clients and stakeholders (clients and stakeholders include: Alberta businesses, industries, communities, governments and related organizations) to facilitate strong and sustainable economic growth throughout the province. We work closely with these groups to facilitate the continued development of Alberta's industries, international trade, investment, and tourism. We do this by providing strategic and market intelligence and assisting our clients deal with issues of increased competitiveness. Our future lies in further developing our strategic capabilities, identifying new opportunities and ideas, and promoting continuous improvement so that we can help our clients compete successfully in the global marketplace.

In addition to the department, the Ministry of Economic Development also includes the Alberta Economic Development Authority (AEDA) and the Strategic Tourism Marketing Council (including the Travel Alberta Secretariat).

VISION

Alberta is the best place in the world to live and do business.

MISSION

To facilitate business and community prosperity.

VALUES

We value a facilitative, collaborative, and effective team-based approach. We are opportunity and client value-driven. We strive to continually enhance our skills and expertise. We encourage the sharing of information and knowledge among colleagues to enhance our overall effectiveness. We adhere to the principle of fairness in our business dealings with our clients and each other. We value our key product: ***The delivery of the right information in the right timeframe to impact industry investment decisions.***

CORE BUSINESSES

Focusing on our primary clients we work to achieve our mission across the province by concentrating on the following three core businesses:

Core Business 1: ***Strategic economic leadership***
Provide strategic policy and planning input for Alberta's economic development.

Core Business 2: *Strategic intelligence that drives industry development*
Facilitate industry growth, trade, and investment.

Core Business 3: *Positioning and promoting Alberta for tourism, trade & investment*
Market experiences and develop opportunities.

CLIENT FOCUS

PRIMARY CLIENTS:

Leaders of organizations, governments, and communities interested in and capable of participating in a globally competitive economy. ("Organizations" include small, medium, or large enterprises.)

BENEFITS PROVIDED:

- The right information in the right timeframe to support investment decisions;
- Access to international markets;
- Access to relationship networks, business connections, and resource leveraging; and
- A positive business climate.

HOW WE DELIVER VALUE:

With teamwork as a foundational principle, professionally and vigorously identify challenges and exploit opportunities to achieve outcomes.

CORE BUSINESS 1: STRATEGIC ECONOMIC LEADERSHIP

AED provides strategic information and planning input for Alberta's economy by identifying the constraints to, and opportunities for, economic sustainability. We also lead in facilitating a coordinated approach to addressing Alberta's economic challenges in collaboration with other government departments and agencies.

Current challenges facing our continued economic prosperity include:

- workforce and skill shortages;
- changing technology;
- a competitive global marketplace;
- competing land use;
- resource limitations;
- intense competition for investment and access to equity capital;
- regional economic development; and
- the increased probability of more volatile global markets.

The department also identifies diverse opportunities and strategically maps out markets and sectors that make the greatest difference to Alberta's current and future economic performance.

The department's work is carried out in partnership with the *Alberta Economic Development Authority*. The Authority, which consists of over 90 Albertan volunteers from the private sector, acts as a high-level policy advisory group to the government concerning key economic development and industry competitiveness issues. This unique relationship with the private sector ensures Alberta Economic Development's goals are achieved in partnership with business and industry.

The department's efforts to support the marketing of Alberta's agri-food products and services are advised and directed by the *AED Agri-food Industry Advisory Committee* composed of private sector members.

CORE BUSINESS 2: STRATEGIC INTELLIGENCE THAT DRIVES INDUSTRY DEVELOPMENT

A key core business of AED is to provide strategic and market intelligence to:

- Facilitate business contacts, relationships, and networks within Alberta and in our international markets to facilitate increased trade, investment and growth.
- Identify business and market opportunities for Alberta companies to encourage expansion and improve competitiveness.
- In collaboration with Alberta communities, support regional alliances and economic clusters which attract investment and sustain and retain economic activity.

AED's strategic intelligence services are delivered and coordinated through a network of international and Alberta-based offices. *Alberta's International Marketing Strategy (AIMS), Priority Markets and Sectors*, articulates the sector opportunities and geographic markets as well as the related strategies government resources will focus on, in both trade development and investment attraction.

AED also utilizes a sector team approach to promote industry development and work closely with industry clients, associations and other agencies to identify and address key issues affecting productivity and industry competitiveness, and to develop key marketing strategies. Appendix A highlights the key value added sector teams within the Alberta Government.

CORE BUSINESS 3: POSITIONING AND PROMOTING ALBERTA FOR TOURISM, TRADE & INVESTMENT

As the "marketing arm of the Alberta Government", the Ministry is responsible for coordinating the government's efforts related to:

- Tourism marketing and development;
- Investment and business attraction; and
- Export and trade promotion.

Alberta Economic Development has responsibility for tourism marketing and development. Tourism marketing is delivered through the Strategic Tourism Marketing Council and the Travel Alberta Secretariat. The mandate of the volunteer Council is to advise the Minister on measures to maximize the effectiveness of Alberta tourism marketing investments.

A research based strategic plan forms the foundation for investments in marketing Alberta as a 'must see' destination. Overall the plan focuses on increasing the level of tourism activity within Alberta by Albertans, as well as increasing the number and expenditures of tourists visiting Alberta from the rest of Canada and around the world. In addition, destination marketing joint marketing efforts are carried out with industry and other tourism partners. AED also delivers marketing support services including a website (www.travelalberta.com), visitor information centres, and a call centre.

The rolling three year Strategic Tourism Marketing Plan provides the marketing focus of the Alberta tourism product. This focus consists of four geographic regions that reflect consumer interest in Alberta tourism products.

Geographic Regions	Primary Targets
Americas	• California, Texas, Illinois, Pacific Northwest, British Columbia, Saskatchewan, and Ontario
Asia Pacific	• Japan, Taiwan, and Australia
Europe	• United Kingdom, Germany, Switzerland, and Austria
Alberta/Regional	• Province Wide

Global events during 2001 have had a significant short-term impact on the tourism industry. As a result, targets and strategies are being re-evaluated.

With respect to investment and business attraction, AED markets Alberta both domestically and internationally as a desirable location for increased investment, locating/relocating businesses, and attracting skilled workers in targeted sectors. The department provides information to companies and individuals who may be interested in expanding or locating in Alberta and assists them with services designed to attract them to the province.

AED is responsible for planning, organizing and coordinating Team Canada, Premier and ministerial trade missions. AED works closely with AEDA in identifying priority markets for future trade missions.

CORPORATE SERVICES

The Ministry's core businesses are enabled by an infrastructure of essential services that support departmental personnel and business processes including: strategic information and knowledge management, strategic planning, finance, human resources, and administrative services. Some key initiatives that will be undertaken include:

- Implementing a long-term strategic framework that integrates, coordinates, and systematizes the Department's activities toward the attainment of its vision.
- Providing the skills, processes, and technology/tools to enhance the collection of information, creation of intelligence, management and sharing of knowledge within the department, and to support strategic consultation with our clients.
- Implementing innovative and responsive human resource programs and services to ensure the availability of a highly competent workforce in the department.
- Implementing the department's comprehensive performance measurement framework.
- Supporting key administrative initiatives including the Alberta Corporate Service Centre Initiative and the Corporate Human Resource Development Strategy.
- Developing, maintaining, and testing a business resumption plan to ensure timely continuation of critical ministry business activities and functions after a major disruptive event affecting ministry premises.

- Ensure the implementation of department's information technology is aligned with government-wide standards and architectural direction.

SECTOR TEAMS

To better integrate the activities, knowledge, and expertise across government and within AED, sector teams were established in July 2000. Sector teams develop strategies and activities that address industry targets including business growth and expansion, investment attraction, and information/intelligence. Developing policy recommendations to support future industry growth is another key activity of sector teams. (Specific sector teams and their focus may change over time.) AED is developing Memorandums of Understanding with other government departments to deliver sector team results where the mandate resides with other departments.

Key sectors identified include:

- Architects/Engineers/Contractors (AEC);
- Aerospace;
- Agriculture and Agri-food;
- Building Products and Secondary Wood;
- Chemicals and Petrochemicals;
- Environmental Products and Service;
- Health and Life Sciences;
- Information Communications and Technology (ICT);
- Industrial Machinery and Equipment; and
- Tourism.

CROSS-MINISTRY INITIATIVES

Much of the work of the department is done through networking, consultation and facilitation. Each year the Alberta government business plan focuses on four cross-ministry initiatives that engage people from various ministries to find innovative and effective ways of addressing issues that span ministry boundaries. This approach recognizes that many issues are not isolated to a single ministry.

Alberta Economic Development champions the Economic Development Strategy Cross-Ministry Initiative with co-champions from Alberta Learning and Alberta Human Resources and Employment. The strategy drives Alberta's economic plan in the context of the world today and its changing future. It looks ahead and anticipates the changes we will face and helps us prepare now so that we can sustain our economic growth and our position as a leading economic competitor in a global, knowledge-based marketplace. The department also participates in the Aboriginal Policy Initiative.

LINKAGES TO THE GOVERNMENT BUSINESS PLAN

Alberta Economic Development contributes to all three core businesses of the Government of Alberta: People, Prosperity and Preservation, with a primary focus on the Prosperity core business. Specifically, AED contributes to the following:

Goal 4: **Albertans will be independent.** AED will contribute to the development of government-wide strategies through the People and Prosperity Initiative.

Goal 7: **Alberta will have a prosperous economy.** AED provides strategic information and planning input for Alberta's economy and facilitates a coordinated approach to addressing Alberta's economic challenges in collaboration with other government ministries.

Goal 8: **Alberta's workforce will be skilled and productive.** AED together with Alberta Human Resources and Employment have developed the Provincial Nominee Program to attract skilled immigrants to the province.

Goal 9: **Alberta businesses will be increasingly innovative.** AED in partnership with Alberta Innovation and Science will service the needs of the Information and Communications Technology and other advanced technologies sectors.

Goal 10: **Alberta's value-added industries will lead economic growth.** AED facilitates industry partnerships and alliances, identifies policy challenges, and provides competitive and market intelligence to Alberta companies. AED champions the Economic Development Strategy Cross-Ministry Initiative, which helps to position Alberta as a leading economic competitor in a global, knowledge-based marketplace.

Goal 14: **Alberta businesses will increase exports.** AED provides support and strategic intelligence to companies to identify and access global markets, and encourage development of products and services in international markets.

Goal 19: **Alberta will work with other governments and maintain its strong position in Canada.** AED will work in partnership to promote healthy and sustainable communities throughout Alberta.

GOALS, OBJECTIVES AND KEY STRATEGIES

GOAL 1: SUSTAINABLE ECONOMIC GROWTH AND DIVERSIFICATION IN ALBERTA

OBJECTIVE	KEY STRATEGIES
1. To facilitate economic growth and diversification through collaborative strategic planning and policy.	1.1.1 Lead the implementation of the cross-ministry Economic Development Strategy and participate in other cross-ministry initiatives that influence the province's prosperity. 1.1.2 With participation from other ministries, lead the development of an industry driven, value added strategy for the further expansion and diversification of industry in Alberta. 1.1.3 Provide support to the Alberta Economic Development Authority and its committees. 1.1.4 Assess the drivers of Alberta's competitive position and ensure integrated policies are developed to maintain the Alberta Advantage. 1.1.5 Provide longer-term strategic input to the development of policy to support a sustainable and diversified economy in Alberta. 1.1.6 Facilitate development of the government response to the Future Summit report and begin implementation of accepted recommendations. 1.1.7 Monitor and communicate results of long-term trends for the Alberta economy. 1.1.8 Provide business and economic information in a timely fashion to support our clients in their decision-making processes.
2. Increase participation of Alberta communities in regional economic development.	1.2.1 Based upon the priorities of Alberta communities, facilitate the creation of new regional economic development alliances, and strengthen existing regional alliances throughout Alberta and project-specific alliances in the major metropolitan regions. 1.2.2 Lead the Economic Development Strategy Cross-Ministry Initiative to develop a collaborative approach to regional economic development that builds on regional goals, priorities, and strengths. 1.2.3 Encourage the adoption of best practices in economic development within Alberta's regional and municipal communities. 1.2.4 Provide information and services that assist the development of small Alberta businesses through innovative means such as the Edmonton Business Link, Calgary Business Information Centre, and SuperNet. 1.2.5 In partnership with Aboriginal organizations, encourage small business development formation.

GOAL 2: ALBERTA'S ORGANIZATIONS ARE GLOBALLY COMPETITIVE

OBJECTIVE	KEY STRATEGIES
1. Increase exports of Alberta value added[1] goods and services.	2.1.1 Provide strategic and competitive intelligence, market information, and knowledge to support companies in identifying and accessing marketing opportunities within global target markets. 2.1.2 Create partnership networks and alliances to increase Alberta-based companies' leverage in target markets. 2.1.3 Showcase Alberta abroad to support market entry by Alberta exporters. 2.1.4 Encourage the development of capabilities, products, and services of export-ready Alberta businesses in international markets. 2.1.5 Support Alberta companies pursuing capital projects financed by International Financial Institutions (IFIs) by promoting an awareness of Alberta within IFIs, providing market intelligence on IFI opportunities, and building industry awareness of IFIs' role in investment and trade. 2.1.6 Collaborate and partner with appropriate government agencies (federal, provincial and municipal) to effectively leverage department resources in assisting Alberta companies to increase their export trade capabilities. 2.1.7 Reinforce market presence in industries where Alberta is internationally established, such as oil and gas and agri-food products, and enable market penetration of closely related sectors, such as engineering services or environmental goods and services.
2. Increase the competitiveness of Alberta's value added sectors.	2.2.1 Facilitate and encourage the development, acquisition or application of business improvement practices and new technology. 2.2.2 Provide industrial and competitive intelligence to assist Alberta companies in becoming globally competitive. 2.2.3 Facilitate partnerships, networks, and alliances to support industry. 2.2.4 Service the growing needs of the ICT sector and other advanced technologies sectors through a co-funding relationship with Alberta Innovation and Science. 2.2.5 Identify policy challenges facing Alberta's value added industries and organizations. 2.2.6 Promote improved effectiveness of the distribution of products and services to domestic and international markets.
3. Facilitate the growth and expansion of marketable tourism product.	2.3.1 Provide information and expertise to facilitate the development / enhancement of new and expanded tourism products. 2.3.2 Address tourism development issues such as regulation and policy, access to land, and infrastructure. 2.3.3 Facilitate the preparation of regional tourism strategies with communities and the tourism industry. 2.3.4 Support the AEDA tourism report recommendations by leading an interdepartmental initiative to position a business climate framework that supports the tourism industry. 2.3.5 In cooperation with Alberta Community Development, identify a wider range of uses within Provincial Parks / Recreation Areas to include certain types of tourism business opportunities compatible with the size and management intent of the land parcel. 2.3.6 Coordinate provincial government input and involvement on national parks issues.

---

[1] Value added includes manufactured products and professional, scientific and technical services.

GOAL 3: ALBERTA IS VIEWED BY THOSE IN OUR PRIMARY MARKETS AS AN ATTRACTIVE PLACE TO LIVE, VISIT, INVEST, AND DO BUSINESS

OBJECTIVE	KEY STRATEGIES
1. Increase Alberta's share of visitors and revenue from targeted Canadian and International tourism markets.	3.1.1 Develop and partner marketing programs in Alberta, nationally and internationally, through Travel Alberta that support the Strategic Tourism Marketing Plan developed by the Strategic Tourism Marketing Council. 3.1.2 Establish and/or manage cost-effective contracts through Travel Alberta to deliver marketing programs in Alberta, with Tourism Destination Regions and nationally/internationally as required. 3.1.3 Develop and maintain an effective customer-focused Alberta tourism website(s). 3.1.4 Deliver value added support services to the tourism industry through: ◆ the dissemination of tourism information; ◆ the provision of tourism research; ◆ the images resource centre; ◆ training support for call centre and visitor information centre staff; and ◆ support for the development of publications.
2. Increase the awareness of Alberta to potential investors, business persons and skilled immigrants in our primary international markets.	3.2.1 Market Alberta as a preferred location for new and expanded investment. 3.2.2 Generate and service investment leads within targeted sectors and markets. Facilitate linkages between Alberta communities and investment leads. 3.2.3 Target multi-national enterprises (MNEs) with existing investment in Alberta. 3.2.4 Identify and target companies with no existing investment in Alberta, including MNE's. 3.2.5 Increase the number of immigrant investors and skilled workers through the Provincial Nominee Program and the Business Immigration Program. 3.2.6 Target foreign venture capitalists for direct and indirect investment. 3.2.7 Target investment intermediaries to deliver the Alberta Advantage message. 3.2.8 Support the promotion of Alberta as a location for film production and investment.

PERFORMANCE MEASURES

Alberta Economic Development has developed a performance measurement framework to increase accountability and demonstrate how department activities contribute to its goals and objectives. The framework distinguishes between three types of measures: output measures monitor immediate deliverables of department activities, outcome measures monitor desired results of the activities, and impact measures monitor related economic indicators. The table below links the performance measures to business plan goals and objectives. It also identifies the type of measure, i.e. whether it is an output, outcome, or impact measure. The table is followed by targets for each measure.

Goal	Objective	Performance Measure	Type of Measure
Sustainable economic growth and diversification in Alberta	To facilitate growth and diversification through collaborative strategic planning and policy	1.1 Gross Domestic Product 1.2 Employment Growth 1.3 Cost Competitiveness 1.4 Satisfaction with Publications	Impact Impact Impact Outcome
	Increase participation of Alberta communities in regional economic development	1.5 Population included in Regional Alliances	Output
Alberta's organizations are globally competitive	Increase exports of Alberta value added goods and services	2.1 Manufacturing & Service Exports 2.2 Effectiveness of Outgoing Trade Shows and Missions	Impact Outcome
	Increase the competitiveness of Alberta's value added sectors	2.3 Manufacturing Shipments 2.4 Employment in Value Added Sectors	Impact Impact
	Facilitate the growth and expansion of marketable tourism product	Contributes to measures 3.1 and 3.2 below	
Alberta is viewed by those in our primary markets as an attractive place to live, visit, invest, and do business	Increase Alberta's share of visitors and revenue from targeted Canadian and international tourism markets	3.1 Tourism Industry Revenue 3.2 Share of Overnight Visitors 3.3 Tourism Industry Leveraging 3.4 Dissemination of Tourism Information	Impact Impact Outcome Output
	Increase the awareness of Alberta to potential investors, business persons and skilled immigrants in our primary international markets	3.5 Manufacturing and Services Industry Investment	Impact
	(Supports several objectives)	3.6 Effectiveness of International Offices	Output

GOAL 1: SUSTAINABLE ECONOMIC GROWTH AND DIVERSIFICATION IN ALBERTA

1.1 Impact Measure: Gross Domestic Product (GDP) - The constant-dollar GDP for Alberta (1997 dollars).

Business Plan	Actual 2000	Forecast 2001	Target 2002	Target 2003	Target 2004
Real GDP ($billions)	118.9	124.7	127.3	132.4	137.7
Percent Growth	5.4	4.9	2.1	4.0	4.0

1.2 Impact Measure: Employment Growth - The annual average number of Albertans employed.

Business Plan	Actual 2000	Forecast 2001	Target 2002	Target 2003	Target 2004
Employment (thousands)	1,588	1,633	1,663	1,703	1,748
Percent Growth[2]	2.3	2.8	1.8	2.4	2.6

---

[2] GDP growth targets are higher than employment growth to reflect gains in labour productivity.

1.3 Impact Measure: Cost Competitiveness - International ranking of cost competitiveness of Alberta cities based on a comparative cost model.[3]

Sectors/Subsectors	Actual 2001		Target 2002	Target 2003	Target 2004
	Calgary	Edmonton			
Food Processing	4	1	Target: To maintain or improve competitive ranking		
Health Care Products & Services					
◆ Pharmaceuticals	3	1			
◆ Medical Devices	2	1			
◆ Biomedical R&D	New for 2002	New for 2002			
Information, Communication and Technology (ICT)					
◆ Advanced Software	2	1			
◆ Electronics Assembly	2	1			
◆ Electronic Product Development/Testing	New for 2002	New for 2002			
Industrial Machinery/Metal Components	4	3			
Plastic Products	4	3			
Specialty Chemicals	New for 2002	New for 2002			

1.4 Outcome Measure: Satisfaction with publications (biennial).

Business Plan	Actual 2000-01	Target 2002-03	Target 2003-04	Target 2004-05
Percent subscribers satisfied with AED publications	95	95	95	95

1.5 Output Measure: Population Included in Regional Alliances - Assess the effectiveness of the regional alliances.

Business Plan	Actual 2000	Forecast 2001	Target 2002	Target 2003	Target 2004
Population (millions - based on year 2000 population data)	1.2	2.4	2.5	2.7	2.8

GOAL 2: ALBERTA'S ORGANIZATIONS ARE GLOBALLY COMPETITIVE

2.1 Impact Measure: Manufacturing and Service Exports - The value of Alberta's international exports of manufactured goods and services.

Business Plan	Actual 2000	Forecast 2001	Target 2002	Target 2003	Target 2004
Exports ($billions)	23.5	22.8	23.6	25.5	27.8
Percent Growth	30.4	(3.0)	3.5	8.0	9.0

---

[3] These rankings are based on the KPMG custom cost model developed for evaluating the cost competitiveness of business locations. For 2002, the model examined location-sensitive costs and taxes for 110 cities around the world. For consistency with the previous comparisons used in the model, six Canadian cities (Calgary, Edmonton, Vancouver, Toronto, Ottawa, and Montreal) and seven U.S. cities (Boise, Boston, Colorado Springs, Minneapolis, Phoenix, San Jose, and Seattle) were included for the purpose of this performance measure. The following factors are included in the model: initial capital costs for land acquisition and building construction; total annual labour costs, including all benefits; office lease and occupancy costs; electricity costs; transportation costs; telecommunications costs; interest and depreciation charges; federal, regional, and local taxes levied on corporations, including significant non-discretionary tax incentives; and additional discretionary tax and financial incentives. The ranking integrates the factors and is based on total costs.

2.2 Outcome Measure: Effectiveness of Outgoing Trade Shows and Missions.

Business Plan	Actual 2000-01	Forecast 2001-02	Target 2002-03	Target 2003-04	Target 2004-05
Percent of companies who indicated AED was helpful to them in achieving their goals	96	90	90	90	90
Percent of companies satisfied with the quality of business contacts	87	90	90	90	90

2.3 Impact Measure: Manufacturing Shipments - Total annual value of all manufacturing shipments by Alberta companies to other provinces, countries and within Alberta.

Business Plan	Actual 2000	Forecast 2001	Target 2002	Target 2003	Target 2004
Shipments ($billions)	42.6	43.6	45.3	48.5	52.1
Percent Growth	18.2	2.3	3.9	7.0	7.5

2.4 Impact Measure: Employment in Value Added Sectors - Percent of total annual employment in manufacturing and professional, scientific and technical services.

Business Plan	Actual 2000	Forecast 2001	Target 2002	Target 2003	Target 2004
Percent of total employed	15.6	16.0	16.4	16.8	17.2

GOAL 3: ALBERTA IS VIEWED BY THOSE IN OUR PRIMARY MARKETS AS AN ATTRACTIVE PLACE TO LIVE, VISIT, INVEST, AND DO BUSINESS

3.1 Impact Measure: Tourism Industry Revenue - The annual value of all tourism industry revenues in Alberta. This includes expenditures made in Alberta by visitors from overseas, the United States, other Canadian provinces, and residents of Alberta.[4]

Business Plan	Estimate 2000	Forecast 2001	Target 2002	Target 2003	Target 2004
Total tourism revenue ($ billions)	4.30	4.26	4.43	4.65	4.84
Alberta revenue as a percent of total Canadian tourism revenue	-	13	13	14	14

3.2 Impact Measure: Share of Overnight Visitors - Alberta's market share of Canadian international overnight visitors from Europe, Asia and the United States.

Business Plan	Actual 2000	Forecast 2001	Target 2002	Target 2003	Target 2004
Europe (percent)	13.9	13.8	15.0	16.0	16.5
Asia-Pacific (percent)	16.4	16.1	16.5	17.0	18.0
United States (percent)	6.5	6.3	6.0	6.2	6.6

---

[4] Targets based on the calendar year

3.3 Outcome Measure: Tourism Industry Leveraging - Industry partner's contribution to product marketing with Travel Alberta.

Business Plan	Actual 2000-01	Forecast 2001-02	Target 2002-03	Target 2003-04	Target 2004-05
In-Province Leveraging Ratio	1.7:1	1.5:1	1.5:1	1.5:1	1.5:1
National/ International Leveraging Ratio	2.5:1	2.5:1	2.5:1	2.5:1	2.5:1

3.4 Output Measure: Dissemination of Tourism Information - Volume of information requests by telephone, facsimile, mail, e-mail and website inquiries; and information packages mailed in response to these requests.

Business Plan	Actual 2000-01	Forecast 2001-02	Target 2002-03	Target 2003-04	Target 2004-05
Call Centre Telephone Inquiries Handled[5]	107,612	86,500	75,000	67,500	65,000
Other Methods of Contact[6]	54,356	84,600	100,000	125,000	150,000
Number of tourism information packages distributed	100,613	102,000	103,400	104,800	106,200
Number of website 'unique users'[7]	100,295	125,000	150,000	175,000	200,000

3.5 Impact Measure: Manufacturing and Service Industry Investment - The value of new capital expenditures on construction, machinery and equipment in Alberta's manufacturing and service industries.

Business Plan	Actual 2000	Forecast 2001	Target 2002	Target 2003	Target 2004
Investment ($billions)	10.2	9.5	9.5	10.0	10.5
Percent Growth[8]	(5.9)	(6.2)	-	5.5	5.0

3.6 Output Measure: Effectiveness of International Offices.

Business Plan	Actual 2000-01	Forecast 2001-02	Target 2002-03	Target 2003-04	Target 2004-05
Total number of business introductions	643	675	710	745	780
Total number of qualified trade and investment leads	161	170	180	190	200
Percent of client satisfaction with the services of international offices	84	90	90	90	90

---

[5] Call centre inquiries are anticipated to decrease as website activity increases.

[6] Other methods of contact include facsimile, mail, e-mail and website.

[7] A unique user is a visitor to the travelalberta.com website from a unique Internet Protocol (IP) address, including one-time and repeat visitors from the same IP address or computer terminal.

[8] The significant decline in this investment growth represents the 'winding down' of several multi-billion dollar capital investment projects initiated over the past five years.

APPENDIX A: STRATEGIC APPROACH FOR VALUE ADDED SECTORS

SECTOR	STRATEGIC APPROACH
Aerospace	◆ Support the identification and pursuit of local, national, and international business opportunities and encourage the formation of business alliances. ◆ Partner with sector industry associations to promote their growth and complement their priorities and activities in promoting sector capabilities, and identifying and attracting investment capital and skilled human resources.
Agriculture and Agrifood	◆ Position priority products and deliver services in priority markets in cooperation with clients and stakeholders. ◆ Introduce new Alberta exporters and agrifood products to the marketplace. ◆ Conduct targeted market research and provide market intelligence to clients and stakeholders.
Architecture, Engineering and Construction	◆ Facilitate the development, acquisition or application of new technologies and business best practices. ◆ Facilitate the formation of business alliances and increased collaboration with manufacturing industries. ◆ Support the identification and pursuit of opportunities for local industrial projects and International Financial Institution (IFI) funded projects. ◆ Collaborate with industry to alleviate skilled labour shortages.
Building Products and Value-Added Wood Products	◆ Encourage export readiness and support the identification and pursuit of international marketing opportunities and strategic partnerships. ◆ Facilitate the development, acquisition or application of new technologies business best practices, and attract complementary international investment. ◆ Conduct market research and provide market intelligence to industry and stakeholders to position priority products in key markets.
Chemicals and Petrochemical	◆ Work with industry and other departments to develop and implement a long-term strategy for maximizing benefits through the upgrading of Alberta's energy resources. ◆ Encourage companies to invest, cooperate, and seek synergies that will strengthen the entire sector. ◆ Advocate policies in Alberta which facilitate growth of the industry. ◆ Promote partnering and alliances with other groups and other sectors of the economy.
Environmental Products and Services	◆ Promote Alberta's Environmental Products and Services sector to pursue targeted international markets. ◆ Assist sector firms to identify, develop, acquire, transfer, and apply new technology and processes to maintain and enhance competitiveness and pursue new markets. ◆ Partner with sector industry associations to promote their growth and complement their priorities and activities. ◆ Facilitate access to international financing through the international financial institutes. ◆ Facilitate the use of best practices and alliance formation.
Health and Life Sciences	◆ Facilitate the development, acquisition, application and commercialization of new technologies. ◆ Facilitate the training and education in product development, commercialization, and manufacturing. ◆ Facilitate the formation of business alliances for the financing, technology development, product distribution, and pursuit of international markets. ◆ Leverage of procurement opportunities for the testing and introduction of new products. ◆ Partner with sector industry associations to promote their growth and complement their priorities and activities.
Industrial Machinery and Equipment	◆ Support the identification and pursuit of supply opportunities in local, national, and international markets. ◆ Encourage movement up the value chain. ◆ Facilitate the effective and efficient use of technologies, processes and systems, and the attraction of investment.
Information Communications and Technology	◆ Promote Alberta as a preferred location for technology research and development, commercialization, and investment. ◆ Work with industry to create an environment that grows, attracts, and retains high technology businesses and highly skilled workers. ◆ Form collaborative international agreements in technology-related research and development and technology commercialization.
Tourism	◆ Develop and partner marketing programs in Alberta, nationally and internationally, through Travel Alberta that support the Strategic Tourism Marketing Plan developed by the Strategic Tourism Marketing Council. ◆ Provide information and expertise to facilitate the development/enhancement of new and expanded tourism products. ◆ Facilitate the preparation of regional tourism strategies with communities and the tourism industry.

Expense by Core Business

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Core Business						
Strategic Economic Leadership	3,339	3,442	3,444	3,568	3,778	3,770
Strategic Intelligence that drives Industry Development	23,199	24,624	24,088	24,743	24,700	24,652
Positioning and Promoting Alberta for Tourism, Trade and Investment	23,822	23,389	23,410	23,066	23,026	22,982
MINISTRY EXPENSE	50,360	51,455	50,942	51,377	51,504	51,404

Ministry Statement of Operations

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Internal Government Transfers	-	-	-	14,100	14,100	14,100
Transfers from Government of Canada	143	214	214	29	-	-
Other Revenue	1,252	750	750	150	150	150
MINISTRY REVENUE	1,395	964	964	14,279	14,250	14,250
EXPENSE						
Program						
Ministry Support Services	3,610	4,064	4,064	4,173	4,101	4,001
Strategic Intelligence	21,450	22,679	22,166	22,733	22,733	22,733
Positioning and Promoting	22,027	21,543	21,543	21,193	21,193	21,193
Strategic Economic Leadership	3,087	3,169	3,169	3,278	3,477	3,477
Valuation Adjustments and Other Provisions	186	-	-	-	-	-
MINISTRY EXPENSE	50,360	51,455	50,942	51,377	51,504	51,404
Gain (Loss) on Disposal of Capital Assets	(186)	-	-	-	-	-
NET OPERATING RESULT	(49,151)	(50,491)	(49,978)	(37,098)	(37,254)	(37,154)

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	1,395	964	964	14,279	14,250	14,250
Inter-ministry consolidation adjustments	-	-	-	(14,100)	(14,100)	(14,100)
Consolidated Revenue	1,395	964	964	179	150	150
Ministry Program Expense	50,360	51,455	50,942	51,377	51,504	51,404
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**50,360**	**51,455**	**50,942**	**51,377**	**51,504**	**51,404**
Gain (Loss) on Disposal of Capital Assets	(186)	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(49,151)	(50,491)	(49,978)	(51,198)	(51,354)	(51,254)

Energy

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 26, 2002 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

Murray Smith

Murray Smith, *Minister of Energy*
February 27, 2002

INTRODUCTION

Albertans own their oil, natural gas, and mineral resources. The Ministry of Energy manages the development of these resources in a responsible manner, within a framework of sustainable development, that maximizes investment in resource development and benefits for Albertans. The Ministry consists of the Department of Energy (the Department), and the Alberta Energy and Utilities Board (EUB).

DEPARTMENT OF ENERGY

VISION

Alberta's competitive environment attracts investment in its energy and mineral resources, for the benefit of present and future Albertans.

MISSION

Optimize the sustained contribution from Alberta's energy and mineral resources in the interests of Albertans.

CORE BUSINESSES

The Department has responsibility for a diverse resource development portfolio that includes natural gas, conventional oil, oil sands, petrochemicals, electricity, coal, and minerals.

The Department's core businesses are:

- **Securing benefits for Albertans** - Secure Albertans' share and benefits from energy and mineral resource development.
- **Resource Development** - Ensure Alberta's energy and mineral resources remain competitive, and attractive to investment and development.
- **Awareness and understanding** - Increase Albertans awareness of energy and mineral resource development and related policies, and the significance of these resources to Alberta's economy.
- **Energy for Albertans** - Ensure Alberta consumers have a choice of reliable and competitively priced energy.

The Department has responsibility for a diverse resource development portfolio that includes natural gas, conventional oil, oil sands, petrochemicals, electricity, coal, and minerals. To effectively manage the development of these commodities, the department has organized itself around eight business lines. This structure builds knowledge and strengthens communication between Alberta Energy business areas, and Alberta's resource industries. Importantly, this structure also allows for the direct allocation of resources and fiscal accountability by each business line and the direct linkage of department spending with revenues generated by each of the business lines.

The department's business lines are:

- Natural Gas
- Oil Sands
- Coal and Minerals
- Tenure
- Oil
- Petrochemical
- Electricity
- Resource Land Access and Aboriginal Affairs.

PERFORMANCE MEASURES

The department's business plan focuses on outcome measures. This is consistent with Government's direction of shifting from measuring the activities of government, to measuring the outcomes or effects of its activities. Department outcomes are the desired collective effect of our actions, processes, programs and outputs on the Alberta public - the owners of Alberta's resources, and the energy and mineral industry who develop the resources on their behalf. The department's performance measures track our progress towards achieving these outcomes.

While the department does not directly control outcomes, it does attempt to achieve desired results through the actions and outputs of its various programs. External factors outside the department's control, such as market prices for commodities, will affect the department's ability to achieve an outcome.

The following goals, strategies and performance measures have been established for each of the Department's core businesses.

CORE BUSINESSES, GOALS, AND STRATEGIES

CORE BUSINESS #1: SECURING BENEFITS FOR ALBERTANS - Secure Albertans' share and benefits from energy and mineral resource development.

GOAL	KEY STRATEGIES
Goal 1.1 Optimize Albertans' resource revenue share and benefits from the development of their energy and mineral resources over the long term.	◆ Ensure Albertans continue receiving their share of resource revenue within a fiscal regime (royalties, bonuses, taxes, rentals) that responds to changing industry, government, public and economic conditions. ◆ Ensure Alberta's royalty regime is competitive and provides predictability and certainty to industry to encourage continued investment in, and development of, Alberta's resources. ◆ Directly manage and support, in-house, those department information management systems that are critical to ensuring that Albertans continue to receive their share of resource revenues. ◆ Ensure business continuity through development, testing and maintenance of plans for the resumption of all business processes and associated personnel, information, infrastructure, and equipment.

PERFORMANCE MEASURES

- **Sharing the Profits from Resource Development** - *Target: 20% to 25% of industry's annual net operating revenue*
  Alberta's resource development system is intended to capture a fair share of the revenue from the development of resources, for the benefit of Albertans, while encouraging continued investment in and development of Alberta's resources. For oil and natural gas, an indicator of this balance is the portion of industry's annual net operating revenue that is paid to the Crown as royalty.

Revenue Share (Three year moving average- calendar year)

Actual				Estimate	Forecast	Target		
1996	1997	1998	1999	2000	2001	2002	2003	2004
23%	23%	23%	21%	21%	21%	20-25%		

Source: Developed from information in Energy Update published by ARC Financial Corp.

- **Crown Revenue Assurance** - *Target: To ensure the completeness and accuracy of Albertans resource revenues - audit adjustments to be less than 2.0%.*
  The department audits Crown resource revenues and allowable costs to ensure these are complete, accurate and fairly valued. As a result of these audits, adjustments may be made resulting in a refund or the assessment of additional revenue. This performance measure expresses the annual total dollar value of audit adjustments as a percentage of reported Department of Energy resource revenues. It is a measure of industry's understanding of, and compliance with, Alberta's resource revenue regime.

PERFORMANCE MEASURES

	Actual			Forecast	Target		
Indicator	**1998-99**	**1999-2000**	**2000-01**	**2001-02**	**2002-03**	**2003-04**	**2004-05**
Audit Adjustments as a Percentage of Department Resource Revenues (three-year moving average)	2.0%	2.2%	1.7%	Less than 2.0%			

Source: Compliance and Assurance, Department of Energy

Notes: Resource revenues are based on the fiscal revenues as reported in the externally audited Annual Report. Audit adjustments are accumulated on the basis of completed audits in the current year. These audits consist of prior year's filings subject to the limitations of the *Mines and Minerals Act*.

CORE BUSINESS #2: RESOURCE DEVELOPMENT - Ensure Alberta's energy and mineral resources remain competitive, and attractive to investment and development

GOAL	KEY STRATEGIES
Goal 2.1 Advance the competitiveness of Alberta's energy and mineral resources.	• Work with Aboriginal communities, resource developers, stakeholders and other levels of government to implement the Aboriginal Policy Framework and create opportunities for Aboriginal people to participate equitably in the resource economy of Alberta. [CM - Aboriginal Policy Initiative] • Work with Alberta Environment, Alberta Sustainable Resource Development and others to streamline regulations and approval processes for energy and mineral resource development, while maintaining and enhancing environmental and safety standards. • Assess the current and future state of Alberta's resource commodities in the global marketplace, and identify opportunities to grow Alberta's resource market share and increase value to Albertans. • Advocate for Alberta's energy and mineral development and jurisdictional interests nationally and internationally. [CM - Economic Development Strategy] • Position and market Alberta as the 'hub' for northern gas transportation to markets. • Advocate and encourage resource-upgrading opportunities in Alberta. [CM - Economic Development Strategy] • Advocate for optimal tolls, tariffs and access to pipelines and wires that transport Alberta energy resources to North American markets. • Work with resource developers and other government ministries to identify future labour and infrastructure needs and maintain workplace health and safety [CM - Economic Development Strategy]
Goal 2.2 Secure future energy supply and benefits for Albertans, within a growing and competitive global energy marketplace.	• Develop a long-term energy strategy and policy options based on an assessment of the long-term energy outlook (completed in 2001-2002), consultation with Albertans and industry, and recommendations arising from the Future Summit. [CM - Economic Development Strategy] • Work with Alberta Environment to identify the implications of climate change proposals, and develop policies that support an effective response, while maintaining Alberta's competitiveness and economic advantages. • Work with other ministries to develop Alberta's natural resources in a sustainable, integrated, and environmentally responsible manner through the Integrated Resource Management (IRM) process. • Ensure full energy and mineral resource development opportunity costs are considered in land use decisions. • Analyze economics and implement changes, where appropriate, to the fiscal and tenure regimes to encourage further development of conventional and non-conventional resources. [CM - Economic Development Strategy] • Provide strategic research direction to the Alberta Energy Research Institute (AERI) and other research institutions aimed at improving recovery from conventional energy resources or enabling development of non-conventional and alternative energy sources. • Encourage field demonstration projects, and application of technology aimed at improving the economic recovery of energy resources, reducing emissions, and sequestration of CO_2. • Work with other ministries and industry to ensure the security of Alberta's energy resources and infrastructure.

PERFORMANCE MEASURES

- **Resource Competitiveness** - the department is presently developing a new performance measure that will assess the competitiveness of Alberta's energy resources.

- **Energy Resource Portfolio Diversification** - *Target: Sustain energy production through diversification*
  This measure reflects the need for increasing diversification of Alberta's energy resource portfolio to meet future energy demands. Supply, to meet a growing future demand, will require utilization of a full range of conventional and non-conventional fossil energy resource assets and the development of alternative energy sources of supply. Refinement of performance measures and targets will depend on the direction provided by the long-term energy strategies currently under development. In the interim two measures have been adopted:
  - Completion, by April 2003, of a long term energy strategy and policy options which will identify long term prospects and opportunities for the development of Alberta's energy resources.
  - Diversification of Alberta's energy resources. The shift from conventional oil and natural gas resources to non-conventional sources such as oil sands and coalbed methane reflects the opportunities industry has seized to diversify Alberta's energy resource base.

	Baseline	Estimate	Targets			Outlook
	2000	2001	2002	2003	2004	2010*
Oil Production						
Conventional	50%	49%	42%	36%	33%	30% *
Non-conventional (oil sands, pentanes / condensate)	50%	51%	58%	64%	67%	70% *
Natural Gas Production						
Conventional	100%	100%	99.7%	99.5%	99.0%	92% **
Non-conventional (enhanced coalbed methane, tight sands gas)	0%	0%	0.3%	0.5%	1.0%	8% **
Electricity Production						
Conventional (coal, gas fired, co-generation)	91%	91%	90%	90%	90%	N/A
Non-conventional (renewable)	9%	9%	10%	10%	10%	N/A

Source: * Alberta's Reserves 2000, Supply and Demand Outlook 2010 Alberta Energy and Utilities Board
** Department of Energy

CORE BUSINESS #3: AWARENESS AND UNDERSTANDING - Increase Albertans awareness of energy and mineral resource development and related policies, and the role these resources play in Alberta's economy.

GOAL	KEY STRATEGIES
Goal 3.1 Increase public awareness about Alberta's energy and mineral sectors.	◆ Increase public awareness of Alberta's energy and mineral resources, industry practices and the importance and economic significance of the energy and mineral sectors, today and in the future. ◆ Inform Albertans about the opportunities for a continuing supply of Alberta's energy and mineral resources from conventional and non-conventional sources

PERFORMANCE MEASURE

- **Albertans' Understanding of Alberta's Energy and Mineral Resources and their Economic Significance** - *Target: To increase Albertans awareness and understanding of energy resources.*
  As resource owners Albertans need to be aware of Alberta's supply of energy and mineral resources and the importance of these resources to Alberta's economy and society. Alberta Energy will focus on improving Albertans knowledge through improved communication and information.

	Baseline	Targets		
	2001-02	2002-03	2003-04	2004-05
Albertans overall knowledge of the role of energy and mineral resources in Alberta's economy	46%	Increasing over time		60 %or higher

Source: IPSOS Reid Survey, Sept. 2001

CORE BUSINESS #4: ENERGY FOR ALBERTANS - Ensure Alberta consumers have a choice of reliable and competitively priced energy.

GOAL	KEY STRATEGIES
Goal 4.1 Establish a competitive market framework, which provides competitively priced energy for Albertans.	◆ Work with industry and consumer groups to increase the competitiveness of wholesale electricity markets. [CM - Economic Development Strategy] ◆ Enable and foster a competitive retail market for electricity and natural gas to provide Alberta consumers with choice, innovative services and competitive prices. ◆ Provide consumers, industry and other government agencies with clear and timely communication of changes in the natural gas and electric industries. ◆ Develop and implement effective policy, legislation and processes to ensure open and competitive markets. ◆ Ensure that the electricity transmission and distribution systems are reliable, and sufficient, and provide fair and open access. ◆ Work with other ministries and industry to encourage energy conservation, and the choice of a range of energy sources, including renewable and non-renewable.

PERFORMANCE MEASURE

- **New Power Generation**- *Target: Alberta's net supply of electricity will increase through industry investment.*
  Growth in electricity capacity is an indication of investor confidence in the new competitive market. Additional supply will be needed to meet Alberta's growing demand for electricity.

Indicator	Baseline	Forecast	Targets					
	2000	2001	2002		2003		2004	
	Total	Total	Total	Average Annual Growth	Total	Average Annual Growth	Total	Average Annual Growth
Supply(MW)	9,318	9,900	10,300	400	10,700	400	11,100	400
Peak Demand (MW)	7,785	8,035	8,285	250	8,535	250	8,785	250
Margin (MW)	1,533	1,865	2,015	150	2,165	150	2,315	150

Source: Alberta Energy, Oct. 2001. MW = Megawatts

- **Electricity Restructuring** - *Target: Alberta will remain a leader in implementing deregulation in the electricity marketplace.*
  The RED (Retail Electricity Deregulation) Index compiled by the Center for the Advancement of Energy Markets (CAEM), ranked Alberta as number one in North America in July, 2001 for electric industry restructuring performance. Alberta obtained a score of 68/100 points. A total of 64 U.S. and Canadian jurisdictions were assessed in 2001.

Indicator	Baseline	Targets			
	2001	2002	2003	2004	2005
CAEM RED Index Ranking of Alberta In North America	1	Top 5	Top 5	Top 10*	Top 10*

* Due to the increasing number of jurisdictions actively pursuing deregulation, this is not a reflection of a decrease in quality from the current target.

PERFORMANCE MEASURE

The RED Index measures 22 attributes or indicators to evaluate how jurisdictions are progressing on electricity restructuring. Five of these key indicators are particularly relevant to Alberta and their scores are shown below:

Indicators		Alberta Score/ Total Score July 2001
Deregulation Plan	A general policy framework is in place to implement restructuring.	100%
Consumer Education	To benefit from open market competition and customer choice, consumers need information and education.	50%
Generation Market Structure	The market structure is privately owned and deregulated.	100%
Customer Billing	There is one bill for service.	100%
Customer (load) Switching	Percentage of customers (or load) that have actually switched energy suppliers.	50%

- **Annual Residential Natural Gas Reference Price** - *Target: Annual average residential natural gas price is less than the annual average national residential price.*

  This measure compares the price Albertans are paying with other jurisdictions by comparing the Annual Average Alberta Residential Natural Gas Reference Price (ARGRP) with the Annual Average National Residential Natural Gas Reference Price (NRGRP). To remain competitive Alberta's price should not exceed the national price.

  The Alberta Average Residential Gas Reference Price is determined using an average of the delivered cost of natural gas from the major utilities to Alberta residents. The average cost is determined annually and excludes taxes and franchise fees. The National Average Residential Gas Reference Price excludes Alberta and is determined using an average of the delivered cost of natural gas from utilities serving major cities across Canada including: Toronto, Sarnia, Regina, Vancouver, Winnipeg excluding taxes and franchise fees.

	Actual	Target			
	2001	2002	2003	2004	2005
*Alberta Annual Average ARGRP($/GJ)	7.79	Annual ARGRP not to exceed Annual NRGRP			
*National Annual Average NRGRP($/GJ)	10.07				

Source: Alberta Energy

* Data available for the period of March - December 2001.

ORGANIZATIONAL CAPACITY AND EFFECTIVENESS

The Department and the Ministry recognize the challenge and importance of maintaining and building organizational capacity to respond to changing future business and economic circumstances affecting the development of Alberta's energy and mineral resources. A separate Department Organizational Capacity goal has been established to address this requirement.

GOAL	KEY STRATEGIES
Goal 5.1 Build an organizational environment for success.	◆ **Fiscal** - Align the Department's organization, processes and budget with the strategic direction of our business. ◆ **Resources:** ◆ Implement human resource strategies aimed at improving staff knowledge, competencies and skill sets, including customer service. Attract, retain and invest in developing expert staff. ◆ Safeguard the Department's staff and physical assets through development, testing and maintenance of plans for emergency preparedness, prevention, response, and evaluation. ◆ **Knowledge and Information:** ◆ Maximize the strategic benefits of information assets through improved access, usefulness and usage by stakeholders. ◆ Continued enhancement to information management through the implementation of increased electronic service delivery (e-Business) processes. ◆ Continue to participate in cross government initiatives to maximize shared information management delivery opportunities within Government ◆ **Cross-Ministry**- Support and participate in cross-Ministry initiatives.

PERFORMANCE MEASURES

- **Industry Satisfaction** - *Target: 80% by 2003.*

  The Department monitors industry satisfaction to identify opportunities for improvement and ensure services keep pace with changing requirements in the resource sectors. Industry satisfaction is an indication of staff competence, knowledge, satisfaction and service. The Department applies the Government of Alberta's service excellence framework, focusing on courteous, competent and timely service to clients. The Department's satisfaction ratings are:

Survey Year	Average Satisfaction	Reliability
1998	75%	+/- 4.5% at a 95% confidence interval
1999	79%	+/- 4.1% at a 95% confidence interval
2000	76%	+/- 3.8% at a 95% confidence interval
2001	81%	+/- 3.9% at a 95% confidence interval
2002	80%	95% confidence interval
2003	80%	95% confidence interval
2004	80%	95% confidence interval

Source: Environics West surveys

In 1998, a Citizens First survey was conducted by Erin Research Inc. to establish a benchmark of Canadian public and private sector services. The average general ratings for public sector services were 47% and for private sector services were 60%.

- **Information Management (IM)** -*Target: Increase the business value of information to industry.*

  Information is a strategic asset created and used to effectively and efficiently develop Alberta's energy and mineral resources. To operate in an increasingly global business environment, where partnerships and information sharing is a key to success, use of information technology to deliver business products/services and manage information is essential to remain competitive. Elements to be assessed will include: systems availability, accuracy, timeliness of information, security, and ease of use of services

Indicator	2001 Baseline	2002 Target	2003 Target	2004 Target
Industry Satisfaction with energy and mineral development information management	To be established in March 2002	To be set once baseline survey completed		

ALBERTA ENERGY AND UTILITIES BOARD

INTRODUCTION

The Alberta Energy and Utilities Board (EUB) is an independent, quasi-judicial agency of the Government of Alberta with responsibility to regulate the safe, responsible, and efficient development of Alberta's energy resources: oil, natural gas, oil sands, coal, and electrical energy; and the pipeline and transmission lines to move the resources to market. The EUB also regulates rates and terms of service of investor-owned gas, electric, and water utility services in Alberta, as well as the major intra-Alberta gas transmission system.

The EUB is continuing to focus on seven strategic areas, which further build, reinforce and strengthen our business. These strategic areas are Landowner and Industry Relations, Applications and Hearing Processes, Information Management, Investing in People, Public Safety and Compliance, Utility Regulation, and Conservation.

VISION

The EUB will continue to build a regulatory framework that inspires public confidence.

MISSION

Our role is to ensure that the discovery, development and delivery of Alberta's resources and utilities services takes place in a manner that is fair, responsible and in the public interest.

CORE BUSINESSES

The EUB's core businesses, which are interrelated, are:

- **Adjudication and Regulation** - The EUB adjudicates matters related to utilities and energy within Alberta and ensures that the development, transportation and monitoring of the province's energy resources are in the public interest.
- **Applications** - The application process includes, processing and ruling on new applications for energy and utility activities or amending existing approvals. Applications are needed to ensure utility rates are fair and reasonable and energy activities are carried out in the public interest.
- **Surveillance and Enforcement** - The EUB maintains a rigorous surveillance and enforcement process for energy and utility facilities. With input from industry, government and the public, this broad function encompasses reviewing industry compliance, data, records and inspections and responding to the results of this work.
- **Information and Knowledge** - The legislated information and knowledge responsibility of the EUB includes the collection, storage, analysis, appraisal and dissemination of information. Open access to information allows the EUB, industry, government and the public to make informed decisions about energy and utility matters.

ALBERTA ENERGY AND UTILITIES BOARD - CORE BUSINESSES, GOALS, AND STRATEGIES

CORE BUSINESS #1: ADJUDICATION AND REGULATION - Adjudicate and decide on matters relating to the development, transportation and monitoring of energy resources and utility rates and service.

Landowner and Industry Relations

GOAL	KEY STRATEGIES
Goal 1.1 Prompt and appropriate resolution of landowner, public and industry conflicts in the energy sector.	◆ Expand field staff's facilitative role to improve landowner/public/industry relations. This includes working with stakeholders to develop and implement alternatives for dispute resolution. [CM - Aboriginal Policy Initiative]

PERFORMANCE MEASURES

- **Percent of Applications Filed Without Landowner/Public Objections** - *Target: By 2002-03, maintain 95% of applications filed without objection related to new facilities.*
  Maintain the percentage of applications filed without objections relating to new energy and utility facilities and resource development applications.

	Actual	Estimate	Targets		
	2000-01	2001-02	2002-03	2003-04	2004-05
% of applications filed without landowner/public objections	N/A	95%	95%	95%	95%

- **Percent of Objections Resolved Related to New Facilities** - *Target: By 2002-03, maintain 90% of objections resolved without a hearing.*
  Maintain the percentage of objections resolved, relating to new energy and utility facilities and resource development applications, prior to hearing. This measures the ability to facilitate and resolve landowner and public objections through mechanisms other than the hearing process.

	Actual	Estimate	Targets		
	2000-01	2001-02	2002-03	2003-04	2004-05
% of applications, with landowner/public objections; resolved without a hearing	N/A	85%	90%	90%	90%

- **Percent of Complaints Responded to in a Timely Manner**- *Target: By 2003-04, 87% of complainants are satisfied with the EUB response in a timely manner.*
  The previous two measures address new facilities. To provide information on existing facilities, this measures the response time of the EUB in responding to operational compliance complaints received by field surveillance with respect to existing facilities. As a result of the Public Safety and Sour Gas Recommendations, public awareness will be increasing. We anticipate the number of complaints will rise, however, we are continuing to target for 2002-05 the same level of response to complainants.

	Actual	Estimate	Targets		
	2000-01	2001-02	2002-03	2003-04	2004-05
% of complainants satisfied with the EUB response in a timely manner	87%	83%	85%	87%	87%

Hearing Process

GOAL	KEY STRATEGIES
Goal 1.2 Stakeholders accept that the hearing procedures and the decision making process are timely, fair and objective.	◆ Ensure a tripartite team is responsible and accountable for the hearing from the start to finish including the development of any action plan. This team will consist of the Panel Chair, Counsel and Hearing Coordinator. ◆ Conduct focus/test groups and or peer reviews on a sample of decisions for process procedures and quality. Establish a baseline measure and in 2002-05 evaluate the results against the baseline measure. ◆ Continue the implementation of mentoring and education programs to encourage communication and working together with other departments to improve the process.

PERFORMANCE MEASURES

- **Timeliness of Hearing Decisions** - *Target: Maintain 95% of decisions issued in 90 days or less from the end of the hearing.*
  This indicator measures application and hearing process timelines to improve efficiency of the hearing procedures and the decision making process and provide consistent timelines to affected parties.

	Actual	Estimate	Targets		
	2000-01	2001-02	2002-03	2003-04	2004-05
% of decisions in 90 days or less from the end of the hearing	94%	95%	95%	95%	95%

Utility Regulation

GOAL	KEY STRATEGIES
Goal 1.3 Provide effective utility regulation that allows for an orderly, fair and transparent development of electric and gas infrastructure and markets in Alberta.	◆ Develop and implement standards for financial and service level scrutiny of utilities and a position paper or guideline respecting Performance Based Regulations (PBR) and Negotiated Settlement Process (NSP).

PERFORMANCE MEASURES

- **Power Plant Applications Turnaround Time** - *Target: For 2002-05 meet the Board's commitment to case manage the power plant application process to 12 to 18 months for coal fired plants.*
  We are anticipating an increase in activity in power plant applications and have committed to improving efficiency of turnaround times, particularly for coal fired plants. This measure monitors that commitment.

	Actual	Estimate	Targets		
	2000-01	2001-02	2002-03	2003-04	2004-05
Application turn around time for coal fired plants	N/A	12-18 months	12-18 months	12-18 months	12-18 months

CORE BUSINESS #2: APPLICATIONS - Process and rule on new applications for energy and utility activities or amend existing approvals.

Applications Process and Conservation

GOAL	KEY STRATEGIES
Goal 2.1 The application processes are simple, transparent and timely.	◆ Ensure that safety, conservation, equity, and public interest priorities remain incorporated in the application process. ◆ By 2002-03, establish a standard path process for resource applications. ◆ Establish efficiency targets for applications in 2002 and implement electronic solutions to streamline the processes with support from industry. ◆ Examine application requirements and processes for relevance and streamlining opportunities to ensure continuous improvement.

PERFORMANCE MEASURES

- **Application Turnaround Time** - *Target: For 2002-05, maintain 3 - 3.5 working days (average) for routine facility applications.*
  This measure is an indicator of the efficiency of the EUB's application-handling processes for routine facility applications.

	Actual	Estimate	Targets		
	2000-01	2001-02	2002-03	2003-04	2004-05
Application turnaround time for routine facility applications	3.2 calendar days	3-3.5 working days	3-3.5 working days	3-3.5 working days	3-3.5 working days

CORE BUSINESS #3: SURVEILLANCE AND ENFORCEMENT - Ensure industry compliance with regulatory requirements.

Public Safety and Compliance

GOAL	KEY STRATEGIES
Goal 3.1 Ensure industry complies with regulatory requirements.	◆ Complete incorporation of recommendations of the Provincial Advisory Committee on Public Safety and Sour Gas. ◆ Continue surveillance focus on high-risk operations, problem operators and areas of intense development, to address public concerns with energy operators. ◆ Support the Alberta Environment initiative to develop a cumulative effects management strategy for the mineable oil sands area of northeastern Alberta. ◆ Review HVP (High Vapour Pressure) pipeline safety and integrity regulations and policies. Identify and incorporate changes into the EUB's regulatory framework. ◆ Develop and implement surveillance information management and compliance reporting systems to ensure compliance, and cost effective and efficient surveillance.

PERFORMANCE MEASURES

- **Non- compliance Reduction** - *Target: By 2004-05 reduce the percentage of major and serious unsatisfactory incidents of non-compliance to regulatory requirements related to field inspections to 3%.*
  This indicator measures our ability to ensure industry's compliance with regulatory requirements. By monitoring industry compliance with regulatory requirements, it ensures public safety and environmental protection.

	Actual	Estimate	Targets		
	2000-01	2001-02	2002-03	2003-04	2004-05
% of major and serious unsatisfactory incidents of non-compliance related to field inspection results	3.3%	4%	3.5%	3.1%	3%

- **Flaring and Venting Reduction** - *Target: Reduction in solution gas flared and vented in accordance with current and future Clean Air Strategic Alliance recommendations.*
  This measure demonstrates the effectiveness of regulatory requirements and industry practices in achieving an appropriate degree of conservation of solution gas by reducing flaring and future flaring and venting. It is estimated that new voluntary targets will be established by CASA in 2002-2003. There are no previous voluntary targets for solution gas vented.

	Actual	Target	Targets		
	2000-01	2001-02	2002-03	2003-04	2004-05
Reduction in solution gas flared (over 1996 levels)	38%	25%	Under review by CASA		
Reduction in solution gas vented	N/A	N/A			

- **Public Safety and Sour Gas Recommendations** - *Target: By 2003-04, incorporate 90% of the recommendations into the EUB Business Plans for implementation.*
  This indicator monitors our progress and ability to improve regulatory requirements, which protect the public and environment.

	Estimate	Targets		
	2001-02	2002-03	2003-04	2004-05
Incorporate PSSG Committee recommendations into EUB Business Plans for implementation	30% (26)	60% (52)	90% (78)	N/A

CORE BUSINESS #4: INFORMATION AND KNOWLEDGE - Ensure the availability of energy, mineral resource and utility information.

GOAL	KEY STRATEGIES
Goal 4.1 Stakeholders will have access to accurate, comprehensive and current information that is readily available.	◆ Maximize the strategic benefits of information assets through increased access, usefulness and usage by stakeholders. ◆ Implement an outsourced facility for storing and providing web-access to electronic versions of historical microfiche/microfilm records by 2003-04. ◆ Align information delivery strategies and methods with the 'One-Window' Gateway to Government initiative to examine shared opportunities. ◆ Enhance capabilities to geographically access and depict information. ◆ Revise processes, formats, and language for improved access to, and enhanced sharing of, information with both internal and external stakeholders. ◆ Develop and implement a comprehensive communication plan to include the formation of an information office within the EUB to provide the public with accurate, reputable and neutral information by January 2003. ◆ Work with other government agencies offering programs and services aimed at youth to provide public safety awareness associated with energy development to youth in high energy activity regions of the province. [CM - Children and Youth Initiative]

PERFORMANCE MEASURES

- **Data Migration** - *Target: 100% of business data elements residing on the mainframe will be migrated by 2002-03 to the data warehouse on the client/server platform, making all data accessible to staff.*
  This measure monitors our progress to migrate data on the mainframe and thus improve access to information and usage by internal stakeholders.

	Actual 2000-01	Estimate 2001-02	Targets 2002-03	2003-04	2004-05
Percentage of business data elements migrated to the data warehouse	70%	70%	100%	N/A	N/A

- **Increase Stakeholders Satisfaction** - *Target: For 2002-03 establish a baseline measure of stakeholders satisfied with EUB information. In 2003-05 evaluate the results of stakeholders satisfaction against the baseline measure.*
  This indicator measures our ability to provide useful and reliable information to stakeholders to assist in long term planning and aid in making more informed decisions.

GOAL	KEY STRATEGIES
Goal 4.2 Provide an accurate picture of reserves, supply and demand to support applications and long term planning, and provide information to enhance the understanding of Alberta's energy and mineral resource base.	◆ Develop and maintain a complete picture of energy resources and reserves including credible estimates of ultimate potential. ◆ 2000-01 Coal reserves report ◆ 2001-02 Bitumen reserves database ◆ 2002-03 Ultimate potential study for natural gas ◆ 2002-03 New insitu reserves estimates for oil sands ◆ 2003-04 Ultimate potential for crude oil ◆ Ensure oil sands reserves information is accurately communicated to relevant international bodies. ◆ Develop annual supply/demand forecasts for the above energy sectors. [CM - Economic Development Strategy] ◆ Participate with the Department of Energy in the development of an energy outlook resources plan for Alberta. [CM - Economic Development Strategy] ◆ 2003-04 Integrated energy and mineral resources plan ◆ Complete a mineral mapping plan of northern Alberta for stakeholders use.

PERFORMANCE MEASURES

- **Increase Stakeholders Satisfaction** - *Target: For 2002-03 establish a baseline measure of stakeholders satisfied with EUB energy resources information to include Ultimate Gas Potential report, Crude Bitumen Atlas and Reserves Supply/Demand report. In 2003-05 evaluate the results of stakeholders' satisfaction against the baseline measure.*
  This indicator measures our ability to provide useful and reliable resource information to stakeholders to assist in long term planning and aid in making more informed decisions.

- **Development of Mapping Information** - *Target: Development of one surficial map at 1:250,000 scale per year (approximately 5% of coverage in area) beginning 2002-03.*
  This indicator measures our progress to provide additional mineral resource information and expand the understanding of Alberta's mineral resource base.

	Actual 2000-01	Estimate 2001-02	Targets 2002-03	2003-04	2004-05
Surficial map coverage per year for the northern half of the province	0	143 townships	143 townships	143 townships	143 townships

ORGANIZATIONAL CAPACITY AND EFFECTIVENESS

The EUB recognizes the challenge and importance of maintaining and building organizational capacity to respond to changing future business and economic circumstances affecting the development of Alberta's energy and mineral resources. A separate EUB Organizational Capacity section has been established to address this requirement.

Investing in People and Information Management

GOAL	KEY STRATEGIES
Goal 5.1 Build an organizational environment for success.	**Financial** ◆ Facilitate to ensure administration, management, and accountability mechanisms are in place to enable the EUB to effectively manage its business. This includes:· ◆ Business planning ◆ Preparation and reporting of financial information ◆ Safeguarding of assets ◆ Prepare and complete the Business Resumption Plan. ◆ Support the committee established to review the industry/government funding model of the EUB. **Human Resources** ◆ Continue to hold compensation position at market competitive levels. ◆ Develop and implement leadership process plan. ◆ Implement enhanced staffing strategies to ensure that highly qualified staff is in place. ◆ Ensure staff diversity [CM - Aboriginal Policy Initiative] ◆ Establish core business requirements and targets for contingent work force to enable the EUB to proactively address changing manpower requirements. **Information Management** ◆ Maximize the strategic benefits of information assets through improved access, usefulness and usage by internal stakeholders. ◆ Modernize information management through the implementation of electronic service delivery (e-business) processes. ◆ Examine shared information management delivery opportunities within Government.

PERFORMANCE MEASURES

- **Staff Retention** -*Target: By 2004-05 contain the level of regrettable staff turnover to 225 person years. Regrettable turnover is defined as all terminations other than retirements, board initiated terminations, resignation of individuals with performance issues where documentation of the issue is in place and resignations or terminations of individuals in positions targeted for downsizing.*

  The goal is to contain the level of regrettable staff turnover to ensure that the required appropriate resources are retained by the organization. The compensation program is aided by the development of human resource systems, which fosters continual learning, development and succession in achieving this objective. The year 2000-2001 was an exceptionally low year compared to previous years regrettable turnover when the EUB lost many mid career technical staff. Targets for regrettable turnover for 2002-05 are lower than 1999-2000 and prior years.

	Actual	Estimate	Targets		
	2000-01	2001-02	2002-03	2003-04	2004-05
Person years of regrettable turnover	167	275	275	250	225

- **Increase Internal Stakeholders Satisfaction**- *Target: For 2001-02 establish a baseline measure of internal stakeholders satisfied with information management services. In 2002-05 evaluate the results of stakeholders' satisfaction against the baseline measure.* This indicator measures our ability to provide information management services to EUB internal stakeholders.

Expense by Core Business

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Business Areas						
Coal and Minerals	492	970	1,005	1,113	1,113	1,113
Electricity	3,501	6,217	6,713	6,479	6,479	6,479
Natural Gas	29,039	34,063	34,081	32,935	33,102	33,102
Oil	7,666	8,712	8,553	8,354	8,354	8,354
Oil Sands	1,919	4,542	3,986	4,693	4,693	4,693
Petrochemical	640	940	854	966	966	966
Resource Land Access and Aboriginal Affairs	8,905	10,350	9,702	10,338	10,338	10,338
Tenure	9,952	9,758	9,222	9,484	9,484	9,484
Information and Knowledge	24,861	32,168	29,614	30,395	32,750	32,750
Applications	17,758	22,977	21,152	21,767	23,652	23,652
Surveillance and Enforcement	17,758	22,978	21,153	21,768	22,743	22,743
Adjudication and Enforcement	10,655	13,787	12,692	13,060	11,826	11,826
Orphan Well Abandonment	8,479	7,500	7,500	4,000	4,000	4,000
MINISTRY EXPENSE	141,625	174,962	166,227	165,352	169,500	169,500

Ministry Statement of Operations

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Non-Renewable Resource Revenue						
Natural Gas and By-Products Royalty	7,199,915	5,494,000	3,795,000	2,573,000	2,678,000	2,463,000
Crude Oil Royalty	1,500,324	881,000	924,000	469,000	310,000	214,000
Synthetic Crude Oil and Bitumen Royalty	711,875	300,000	218,000	78,000	75,000	83,000
Bonuses and Sales of Crown Leases	1,158,697	845,000	953,000	609,000	554,000	493,000
Rentals and Fees	147,380	170,000	151,000	142,000	135,000	129,000
Coal Royalty	11,831	11,000	15,000	12,000	11,000	13,000
Alberta Royalty Tax Credit	(143,839)	(165,000)	(124,000)	(169,000)	(136,000)	(131,000)
Total Non-Renewable Resource Revenue	10,586,183	7,536,000	5,932,000	3,714,000	3,627,000	3,264,000
Freehold Mineral Rights Tax	255,968	253,000	224,000	127,000	133,000	126,000
Investment Income	2,352	1,700	1,450	1,400	1,400	1,400
Industry Levies and Licences	48,332	67,651	67,651	65,991	67,511	67,511
Internal Government Transfers	-	-	-	-	-	-
Other Revenue	10,885	7,473	5,673	5,773	5,773	5,773
MINISTRY REVENUE	10,903,720	7,865,824	6,230,774	3,914,164	3,834,684	3,464,684
EXPENSE						
Program						
Ministry Support Services	2,862	2,448	2,448	2,383	2,383	2,383
Resource Development and Management	59,116	73,068	71,633	71,863	72,111	72,111
Energy Regulation	71,032	91,911	84,611	87,071	90,971	90,971
Orphan Well Abandonment	8,479	7,500	7,500	4,000	4,000	4,000
Valuation Adjustments and Other Provisions	136	35	35	35	35	35
MINISTRY EXPENSE	141,625	174,962	166,227	165,352	169,500	169,500
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	10,762,095	7,690,862	6,064,547	3,748,812	3,665,184	3,295,184

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	10,903,720	7,865,824	6,230,774	3,914,164	3,834,684	3,464,684
Inter-ministry consolidation adjustments	(291)	-	-	-	-	-
Consolidated Revenue	10,903,429	7,865,824	6,230,774	3,914,164	3,834,684	3,464,684
Ministry Program Expense	141,625	174,962	166,227	165,352	169,500	169,500
Inter-ministry consolidation adjustments	(291)	-	-	-	-	-
Consolidated Program Expense	**141,334**	**174,962**	**166,227**	**165,352**	**169,500**	**169,500**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	10,762,095	7,690,862	6,064,547	3,748,812	3,665,184	3,295,184

Environment

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 26, 2002 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

Lorne Taylor

Lorne Taylor, *Minister of Environment*
February 26, 2002

VISION

Alberta's environment sustains a high quality of life.

Albertans value their environment for the ecological, economic and aesthetic benefits it provides now and will continue to provide in the future. They realize Alberta's ecosystems bestow life-sustaining services. They expect their water to be safe, their air to be clean, their land to be productive and careful decisions to be made to ensure public safety and a healthy environment for generations to come. They highly value the ability to access and enjoy the environment.

MISSION

Steward the use of and ensure the protection of our diverse environment to sustain a prosperous economy, healthy Albertans, and strong communities.

STRUCTURE

The Ministry of Environment includes the Department of Environment, the Environmental Appeal Board. Associated Delegated Administrative Organizations include the Tire Recycling Management Association of Alberta, the Beverage Container Management Board and the Alberta Used Oil Management Association.

PREAMBLE

To strive for our vision and fulfill our mission, the Ministry is focused on sustainability. Sustainability is the challenge of this century. Sustainable development refers to a development path that provides for the needs of the present generation while ensuring the opportunity of future generations to have choices. At a basic level, Albertans want to continue what they do into the future and increase the ability of their children and their children's children to meet their own needs.

Through our leadership role in sustainable development, Alberta Environment is helping to lay the groundwork for a stronger economy, self-reliant communities and a legacy to pass onto future generations. Alberta Environment, however, is only one of a number of provincial ministries that partner to promote sustainable development. These partnerships support the integration of social, economic and environmental goals to ensure the sustainability of the development process that Alberta has chosen.

We believe that good environmental management and practices provide a competitive advantage for industry, communities, and Alberta. We support management practices with public information systems that industry, communities and Albertans can make informed decisions that are good for the environment.

We continue to develop and implement the Cross Ministry Sustainable Development Initiative. By consistently acting in ways that are focused on the long-term, anticipating issues, and providing Albertans the information and knowledge to act responsibly toward the environment, the Ministry actively works towards the integration of the Alberta government's goals of "People, Prosperity and Preservation".

PEOPLE
Albertans will sustain health and well being through their informed environmental decisions.

PROSPERITY
Alberta industry will have a competitive advantage through good environmental practices.

PRESERVATION
Alberta's communities will be assured self-reliance through good stewardship of the environment and natural resources.

Our Ministry's strong emphasis on sustainable development also supports the Cross-Ministry Initiatives of Health Sustainability, Aboriginal Policy, Alberta Children and Youth and the Economic Development Strategy.

CORE BUSINESSES, GOALS AND STRATEGIES

To achieve our mission, the Ministry has the following core businesses: Environmental Leadership, Environmental Assurance, Environmental Stewardship, Hazard and Risk Management and Strategic Business Services.

Environmental Leadership: The Ministry builds and enhances proactive relationships with Albertans. We strive for real change that ensures environmental quality for present and future generations. Alberta Environment's leadership vision is expressed through sustainable development policy and long-term adaptive management.

Environmental Assurance: The Ministry provides certainty to Albertans that the environment is being managed in a safe and sustainable manner in the present and for the future. The Ministry provides this certainty through its activities in science, standards setting, monitoring, regulation and enforcement.

Environmental Stewardship: The Ministry encourages and develops awareness, understanding, environmentally responsible behaviour and decision-making by individuals, communities and industries. The focus is on innovation, public education, collaboration and outreach to achieve a healthy environment in the future through decisions made in the present.

Hazard and Risk Management: The Ministry ensures that public notification and response systems are in place to provide prompt and effective responses to environmental emergencies.

Strategic Business Services: The Ministry carries out its mandate with the support of strategic services provided by human resources, finance, information technology, legal, Freedom of Information and Protection of Privacy (FOIPP) and the Information Centre.

ALBERTA ENVIRONMENT'S BUSINESS PLAN

This business plan describes the direction the Ministry will follow over the next three years. It is not intended to describe exhaustively everything that the Ministry does. For example, we must rigorously continue to pursue land and soil issues to meet the expectations of Albertans while we redirect resources to new initiatives as well.

Our plan is organized around five key policy issues. These are:

- Water,
- Air,
- Sustainable Development - Climate Change,
- Sustainable Development - Integrated Resource Management, and
- Regulatory Systems.

By clearly listing these key issues under our core environmental businesses of Leadership, Assurance, Stewardship and Hazard and Risk Management, Albertans will be able to see our current policy emphasis and the changes we intend to make in the years ahead.

In summary, we will maintain strength in Environmental Assurance, while we demonstrate a greater emphasis on shared Environmental Leadership and Environmental Stewardship. Sharing means strengthening partnerships to engage more people and sectors in sustainable development and environmental protection. At all times, our core businesses derive from our mandate set out in Alberta's *Environmental Protection and Enhancement Act* and *Water Act*.

MINISTRY MEASURES

Alberta Environment uses an internationally recognized tier system of indicators and measures similar to other jurisdictions like Germany, Florida and the World Economic Forum. First, *Environmental Indicators* (e.g., Air Quality Index, Surface Water Quality Index) measure key aspects of Alberta's environment. While the Ministry may not control these results, we do work with all Albertans to influence positive results. However, as a Ministry, we are still broadly accountable for high-level environmental outcomes.

Second, *Behavioural Indicators* measure Albertans' interaction with the environment. In our core business of Environmental Stewardship we seek to influence, guide and partner with all Albertans to produce positive, beyond compliance, environmental behaviour.

Third, *Management Checkpoints* measure departmental performance and are concerned about our efficiency in meeting our responsibilities.

Brief descriptions of our *Environmental and Behavioural Indicators* are referenced at the end of this Business Plan and are reported in our *Annual Report* and *Measuring Up*. Management checkpoints that are of interest to Albertans will be available to them in the future on our website, as part of our commitment to environmental public education and communication.

CORE BUSINESS 1: ENVIRONMENTAL LEADERSHIP

- leading by building innovative, proactive relationships with all Albertans that produces real change to ensure environmental quality for present and future generations.

GOAL 1: Alberta Environment is a leader in proactive environmental protection.

Key Strategies:

Water

- Develop a long-term water strategy for the province which includes:
  - Safe, secure supplies of drinking water,
  - Reliable water supplies for economic development,
  - Healthy rivers and lakes,
  - Risk management of floods and drought.

Air

- Investigate, in partnership with key stakeholders, better approaches to setting standards for air emissions including greenhouse gases.

Sustainable Development - Climate Change

- Influence federal, other provincial and international strategies to maintain Alberta's prosperity and provide solutions to climate change concerns.
- Make government a leader in energy conservation and other greenhouse gas emissions reduction strategies.

Sustainable Development - Integrated Resource Management

- Develop a comprehensive series of sustainable development strategies to integrate the uses of land and resources.

Regulatory Systems

- Work with Energy and Sustainable Resource Development to conduct a comprehensive internal review and restructuring of the energy, environmental and resource management regulatory system to ensure the best environmental outcomes.

Key Indicators:

- Environmental Indicators (Level 1): Surface Water Quality Index, Air Quality Index
- Behavioural Indicators (Level 2): Drinking Water Indicator/Action by Alberta Organizations to reduce Greenhouse Gases/Reduction of Municipal Solid Waste to Landfills/Government Action to Reduce Greenhouse Gas Emissions.

Supplemental Measures and Checkpoints:

- Management Checkpoints (Level 3): Client satisfaction levels/Market penetration of IRM activities/Evaluation of high quality IRM projects and programs in accordance with IRM principles.

CORE BUSINESS 2: ENVIRONMENTAL ASSURANCE

- doing the work that assures Albertans that the environment is managed in a safe and sustainable manner.

GOAL 2: Sound environmental rules and regulations are in place and enforced.

Key Strategies:

Water

- Maintain Alberta's drinking water to the highest standards in Canada.
- Manage water infrastructure for multi-purpose uses.

Air

- Work with the Canadian Council of Ministers of the Environment to develop and enhance air standards.
- Expand and enhance the network for air quality monitoring.

Sustainable Development - Climate Change

- Develop standards, in collaboration with Clean Air Strategic Alliance, for the electricity industry in Alberta that lead to a reduction in emissions, including greenhouse gases.

Sustainable Development - Integrated Resource Management

- Effectively manage the reclamation of land disturbances.
- Support province-wide monitoring of biodiversity as an indicator of sustainable development in collaboration with the Alberta Chamber of Resources.

Regulatory Systems

- Accelerate moves to "codes of practice" or other regulatory mechanisms while maintaining or enhancing environmental protection.

Key Indicators:

- Environmental Indicators (Level 1): Surface Water Quality Index/Air Quality Index
- Behavioural Indicators (Level 2): Drinking Water Indicator/Action by Alberta Organizations to reduce Greenhouse Gases/Reduction of Municipal Solid Waste to Landfills/Government Action to Reduce Greenhouse Gas Emissions

Supplemental Measures and Checkpoints:

- Internal Management Measure (Level 3): Citizen satisfaction based upon the drivers of citizen satisfaction; i.e., timeliness, knowledge/competence, fairness, access and outcome. Benchmarked against Citizens' First surveys.

CORE BUSINESS 3: ENVIRONMENTAL STEWARDSHIP

- generating awareness and understanding that encourages environmentally responsible behaviour and stewardship by all Albertans.

GOAL 3: Environmental protection is practiced as a collaborative effort through partnerships.

Key Strategies:

Water

- Develop partnerships with industry to collect information and analyze the state of Alberta's ground water.

Air

- Support the Clean Air Strategic Alliance in the ongoing plans to eliminate flaring and reduce fugitive emissions.
- Support the development of a comprehensive network of airshed alliances.

Sustainable Development - Climate Change

- Support Climate Change Central work with industry and citizens to develop practical climate change solutions.
- Investigate mechanisms for emission trading.

Sustainable Development - Integrated Resource Management

- Use Integrated Land Management in collaboration with Alberta Chamber of Resources to minimize industry's footprint on landscapes.

Regulatory Systems

- Maintain and expand the use of Delegated Administrative Organizations to reduce waste and enhance recycling processes throughout the province.
- Develop and provide public access to comprehensive flood risk data so Albertans can take greater responsibility in flood risk avoidance.

Key Indicators:

- Environmental Indicators (Level 1): Surface Water Quality Index/Air Quality Index.
- Behavioural Indicators (Level 2): Drinking Water Indicator/Action by Alberta Organizations to reduce Greenhouse Gases/Reduction of Municipal Solid Waste to Landfills/Government Action to Reduce Greenhouse Gas Emissions/Pulp Production versus Amount of Substance Discharged.

GOAL 4: Improve environmental public education and communication.

Key Strategies:

Water

- Provide open, on-line reporting of water quality monitoring information.
- Educate Albertans on the key issues of maintaining water quality and supply.

- Provide proactive education and communication strategies that reduce the occurrences of emergencies.

Air

- Provide open, on-line, timely and specific air quality data and information.
- Educate Albertans on the key issues surrounding air quality.
- Provide proactive education and communication strategies that reduce air emissions.

Sustainable Development - Climate Change

- Increase the understanding of the consequences of the Kyoto Agreement.
- Provide education and communication to ensure Albertans are well informed on the risks and consequences of climate change.

Sustainable Development - Integrated Resource Management

- Help industry and citizens better understand the cumulative impact of human activities on the environment.

Regulatory Systems

- Ensure that changes to the regulatory system are well communicated to all affected Albertans.
- Support and expand the "Action on Waste" program.
- Increase the use of communication technology to convey information.
- Provide environmental monitoring, information and analysis in a timely and accessible manner.

Key Indicators:

- All Environmental and Behavioural Indicators (Level 1/Level 2).

CORE BUSINESS 4: HAZARD AND RISK MANAGEMENT

- ensuring public notification and response systems are in place to provide prompt and effective responses to environmental emergencies.

GOAL 5: Alberta Environment ensures quick and competent responses to emergencies.

Key Strategies:

Water

- Maintain the capacity to effectively manage the impact of drought, floods and toxic spills.

Air

- Improve the ability to respond to public concern related to air-polluting events.
- Reduce the amounts of ground-level ozone.

Sustainable Development - Climate Change

- Develop adaptive plans for climate-change sensitive ecosystems and economic activities.

Sustainable Development - Integrated Resource Management

- Ensure effective management of industrial and human waste.

Key Indicators:

- Environmental Indicators (Level 1): Surface Water Quality Index/Air Quality Index.
- Behavioural Indicators (Level 2): Drinking Water Indicator/Reduction of Municipal Solid Waste to Landfills.

Supplemental Measures and Checkpoints:

- Environmental Indicator (Level 2): Reduction of risk to people and property due to drought and flood hazards.
- Behavioural Indicator (Level 2): Protection of the environment, the public, ecosystems and their inhabitants/Number of incidents of non-compliance reported.

CORE BUSINESS 5: STRATEGIC BUSINESS SERVICES

- Alberta Environment ensures its capacity and ability to carry out its mandate through strategic services provided by human resources, finance, information technology, legal, FOIPP and the Information Centre.

GOAL 6: Improve the Ministry's ability to achieve planned outcomes.

Key Strategies:

- Ensure access to information within the Ministry and by the public.
- Ensure strategic use of IT resources in providing more environmental information to the public and more efficient ways of collecting data from industry.
- Offer opportunities to staff for learning and development that ensures alignment with government goals and priorities.
- Plan for leadership succession and enhance leadership capacity at all levels while meeting organizational requirements.
- Complete a Business Resumption Plan (BRP) for the Ministry.

Supplemental Measures and Checkpoints:

- Internal Management Measure (Level 3): Skill Capacity to pursue Plan Goals and Objectives/Leadership Development of Employees/Integration of IT Systems/Hardware and Software Needs Completed/Business Resumption Plan.

MINISTRY MEASURES
ENVIRONMENTAL INDICATORS

Environmental Indicators report on the state of Alberta's environment. A credible set of environmental indicators is important for sound environmental policymaking. In particular, environmental indicators consider the ecological context and are transparent, comprehensible, relevant and reliable.

AIR QUALITY INDEX

(Supports Government Goals 1 and 17)

Description

The Air Quality Index provides an indication of the quality of air in Alberta throughout the year at selected locations in the province, including Edmonton, Calgary, Fort Saskatchewan, Red Deer, and Fort McMurray. The measure reports the number of days in the year during which air is rated good, fair, poor or very poor using the guidelines established by Alberta's Environmental Protection and Enhancement Act and the National Air Quality Objectives.

Report and Analysis

Over the last five years the Index has annually rated air quality 'good' more than 97 per cent (354 days) of the time. The other days were rated 'fair'. There have been no days reported as 'poor' or 'very poor'.

	Rating			
Year	Good	Fair	Poor	Very Poor
1996	360	6	0	0
1997	359	6	0	0
1998	354	11	0	0
1999	357	8	0	0
2000	359	7	0	0

Target

Maintain “good” air quality days equal to or greater than 97 per cent of the time, with no “poor” days.

SURFACE WATER QUALITY INDEX

(Supports Government Goals 1, 7, 10 and 17)

Description

This measure is based on the average of index values calculated for four groups of water quality variables: metals, nutrients, bacteria, and pesticides, which are collected over the course of a fiscal year. Variables in the first three groups are compared to guidelines listed in "Surface Water Quality Guidelines for Use in Alberta" (Alberta Environment 1999). Variables in the fourth group (pesticides) are evaluated based on whether they can be detected in a water sample. This measure shows water quality at two locations in each of the province's six major river systems. In most cases, the two sites represent conditions upstream and downstream from areas of significant human activity.

Report and Analysis

Overall, the water quality of Alberta's major rivers is "excellent" to "fair"; however, water quality tends to be lower downstream of areas with significant urban, industrial or agricultural development. Water quality is generally better in the west, near its mountain source.

The index values vary naturally from site to site and from year to year, often related to changes in flow volume. However, improvements in conditions downstream from Edmonton, Lethbridge and Calgary can be linked to upgraded wastewater treatment in these three cities.

Category	Index Scores	Description - *Guidelines are:*
Excellent	96-100	Almost always met
Good	81-95	Occasionally not met, but usually by small amounts
Fair	66-80	Sometimes not met by moderate amounts
Marginal	46-65	Often not met, sometimes by large amounts
Poor	0-45	Almost always not met by large amounts

SITE	1996-97	1997-98	1998-99	1999 -00
Bow River				
Upstream of Calgary	96	100	97	97
Downstream of Calgary	76	87	82	84
North Saskatchewan River				
Upstream of Edmonton	91	97	93	86
Downstream of Edmonton	66	71	80	81
Oldman River				
Upstream of Lethbridge	78	83	89	97
Downstream of Lethbridge	83	84	80	86
Red Deer River				
Upstream of Red Deer	76	n/a	83	87
Downstream of Red Deer	84	n/a	81	75
Smoky/Peace River				
At Watino	84	83	91	90
At Fort Vermilion	86	89	94	86
Athabasca River				
At Athabasca	91	92	90	91
At Old Fort	90	90	95	91

Target

Bring river water quality downstream of developed areas in line with upstream conditions, while maintaining overall river water quality.

BEHAVIOURAL INDICATORS

Behavioural Indicators report on the way we behave toward the environment in terms of waste. The amount of waste and emissions directly impacts the quality of Alberta's natural systems. Alberta Environment, through its approvals and enforcement mandate, works with communities, industry and individuals to reduce and mitigate these impacts.

Drinking Water Quality Indicator

(Supports Government Goals 1, 7, 10 and 17)

Description

A new measure to be included in the behavioural indicators is the drinking water quality indicator. The key target of this measure is maintenance of a safe supply of potable water for the population served by waterworks systems approved by Alberta Environment. This indicator includes both the potable water treatment plant design and the performance of these treatment plants to produce safe drinking water.

Reduction of Municipal Solid Waste to Landfills

(Supports Government Goals 1 and 17)

Description

This measure indicates Alberta's progress towards meeting a continuous reduction in municipal solid waste disposed in landfills on a per capita basis.

Report and Analysis

From 1995 to 1997, the amount of material going to landfills increased as a result of greater economic activity and associated construction, renovation and demolition. Since 1997 there have been further reductions in the per capita tonnes.

Reduction of Municipal Solid Waste to Landfills

Year	1996	1997	1998	1999	2000
Tonnes per Capita	0.76	0.82	0.79	0.75	0.74

Target

The waste reduction target for Alberta is to reduce municipal solid waste disposal to landfills to 0.5 tonnes per capita by 2010.

Pulp Production versus Amount of Biochemical Oxygen Demand Discharged

(Supports Government Goals 1, 7, 10 and 17)

Description

Certain substances in pulp mill wastewater require oxygen in their breakdown. This breakdown may decrease the amount of oxygen available to aquatic organisms. An excess amount of these substances could cause a shortage in the oxygen necessary to keep an aquatic ecosystem healthy. Alberta's average maximum allowable biochemical oxygen demand (BOD) (3 kg/tonne of pulp for most mills) is based on criteria for both water quality and best available demonstrated technology.

Report and Analysis

A dramatic drop in BOD occurred in the early 1990s and since then, even though pulp production has been showing moderate increases, the BOD releases have been at the same levels or show small decreases. The target of 1 kg is a stretch target even beyond Alberta's regulated standard of 3 kg. The industry is meeting the challenge.

Pulp Production versus Amount of Discharge

Year	1996	1997	1998	1999	2000
BOD (kg/tonne)	0.9	0.83	0.80	0.82	0.77
Pulp Production (tonnes/day)	6146	6215	6361	6681	6838

Target

BOD discharged does not exceed 1.0 kilograms/Air Dried Tonne of Pulp.

Government of Alberta Greenhouse Gas Emission Profile

(Supports Government Goals 7, 16 and 17)

Description

The Government of Alberta demonstrates leadership in improving energy use through its actions to reduce emissions from government operations. The measure aims to promote activities that improve the energy efficiency of Alberta government operations through energy retrofits of government buildings, improved operation of government vehicles, reduction in government waste and energy productivity targets for departments.

Report and Analysis

The Alberta government continues to reduce its overall emissions and has consistently exceeded its annual targets. In fiscal year 2000-2001 emissions of CO_2 equivalent were 433 kilotonnes (or 22 per cent) below 1990 levels. These reductions exceed our 2000-2001 target by 46 kilotonnes. The Alberta Government has submitted a new Action Plan under the VCR Inc. for continued efficiency actions to be achieved between 2000-2005. In addition to the Alberta government's new targets and measures in the new plan, the Alberta government will be participating in the VCR Inc. Champions in Action initiative. This initiative will place additional rigour on climate change reporting.

Alberta Government Baseline, Targets, and Actual Figures for Greenhouse Gas Emissions.

Kilotonnes of CO2 Equivalent

	1996	1997	1998	1999	2000	2001
Baseline	545	539	540	540	540	540
Target	531	513	502	491	479	427
Actual	502	475	457	444	433	

* In 2001, Alberta government emissions from 1990 to 1999 were re-calculated to reflect recent updates to emissions factors, reflecting better science, and improved methodologies. These changes increase the absolute levels for each year, however their relative position (including percentage reductions overall and relative to annual targets remain the same). The 2000 figures, and those in the revised Action Plan, are based on the new emissions factors and methodologies.

Target

The new target is to reduce GHG emissions 26 per cent below 1990 levels by the year 2005. In 1990, emissions were 549 kilotonnes of CO_2 equivalent.

Alberta Organizations Energy Productivity Improvements

(Supports Government Goals 7, 9 and 17)

Description

The number of Action Plans registered with the National Voluntary Challenge and Registry Program (VCR Inc.) indicates success in obtaining voluntary action by Alberta organizations to reduce greenhouse gas emissions.

Report and Analysis

The number of registered Action Plans increased from 83 in 1996 to 161 in 2000. The cumulative number of action plans is unchanged from 1999. However, this fact does not adequately represent the number of new action plans received in the year 2000. The discrepancy occurred because organizations have either been removed from the database through lack of action, or companies have merged. VCR Inc. has updated its reporting guidelines and consequently, some of the Action Plans submitted to VCR Inc. over the past several years have been removed from the Registry since they were not meeting the minimum level of reporting.

	1996	1997	1998	1999	2000
Number of Cumulative Alberta Action Plans in VCR	83	103	132	161	161

Target

Continued increase in the number of registered plans.

Expense by Core Business

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Core Business						
Environmental Leadership	9,427	17,415	21,414	9,978	11,070	12,675
Environmental Assurance	74,552	80,007	77,141	72,874	71,824	68,725
Environmental Stewardship	10,826	14,151	16,100	12,596	13,815	15,315
Hazard and Risk Management	5,904	9,696	7,446	9,381	6,063	6,063
Strategic Business Services	5,206	5,763	5,661	5,612	5,682	5,682
MINISTRY EXPENSE	105,915	127,032	127,762	110,441	108,454	108,460

Ministry Statement of Operations

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Internal Government Transfers	3,812	7,500	5,250	7,250	3,850	3,850
Transfers from Government of Canada	299	178	228	-	-	-
Premiums, Fees and Licences	2,489	2,065	2,105	2,108	2,068	2,068
Other Revenue	1,075	568	568	733	741	747
MINISTRY REVENUE	7,675	10,311	8,151	10,091	6,659	6,665
EXPENSE						
Program						
Environmental Leadership	9,427	17,415	21,414	9,978	11,070	12,675
Environmental Assurance	74,552	80,007	77,141	72,874	71,824	68,725
Environmental Stewardship	10,826	14,151	16,100	12,596	13,815	15,315
Hazard and Risk Management	5,904	9,696	7,446	9,381	6,063	6,063
Strategic Business Services	5,088	5,664	5,562	5,513	5,583	5,583
Valuation Adjustments and Other Provisions	118	99	99	99	99	99
MINISTRY EXPENSE	105,915	127,032	127,762	110,441	108,454	108,460
Gain (Loss) on Disposal of Capital Assets	-	1,160	-	-	-	-
NET OPERATING RESULT	(98,240)	(115,561)	(119,611)	(100,350)	(101,795)	(101,795)

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	7,675	10,311	8,151	10,091	6,659	6,665
Inter-ministry consolidation adjustments	(3,850)	(7,500)	(5,250)	(7,250)	(3,850)	(3,850)
Consolidated Revenue	3,825	2,811	2,901	2,841	2,809	2,815
Ministry Program Expense	105,915	127,032	127,762	110,441	108,454	108,460
Inter-ministry consolidation adjustments	(38)	(2,000)	-	-	-	-
Consolidated Expense	**105,877**	**125,032**	**127,762**	**110,441**	**108,454**	**108,460**
Gain (Loss) on Disposal of Capital Assets	-	1,160	-	-	-	-
Inter-ministry consolidation adjustments	-	(1,160)	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(102,052)	(122,221)	(124,861)	(107,600)	(105,645)	(105,645)

Executive Council

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 26, 2002 with material economic or fiscal implications of which I am aware have been considered in preparing this Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in the Business Plan.

Ralph Klein, *Premier*
February 27, 2002

INTRODUCTION

Programs within the ministry of Executive Council that report to the Premier include Office of the Premier, Executive Council and the Public Affairs Bureau.

OFFICE OF THE PREMIER/EXECUTIVE COUNCIL

The Office of the Premier/Executive Council will continue to provide responsive support to the Premier and Executive Council, while maintaining open communication with Albertans. Programs for senior international visitors, provincial government ceremonial events, and protocol advice will continue to be provided. Support for policy co-ordination and business planning will also be provided. In addition, administrative support will be provided to Executive Council, its Members and Committees, the Alberta Order of Excellence Council and the Office of the Lieutenant Governor with a focus on efficiency, effectiveness and economy.

PUBLIC AFFAIRS BUREAU VISION / MISSION

The Public Affairs Bureau helps the government in its ongoing dialogue with Albertans by providing quality, coordinated and cost-effective communications and consulting services. The Bureau strives to be a centre of communications excellence and one of Albertans' preferred choices for news and information about their government's policies, programs and services.

PUBLIC AFFAIRS BUREAU CORE BUSINESSES

CORE BUSINESS	GOAL	[illegible]
1. Help government ministries communicate with Albertans	1. Increase communications with Albertans in the areas they identify as top priorities	◆ Public satisfaction with government communications in priority areas
	3. Improve the efficiency and coordination of communications across government	◆ Government client satisfaction
2. Provide Albertans with two-way access to government	1. Increase communications with Albertans in the areas they identify as top priorities	◆ Public satisfaction with government communications in priority areas ◆ Public satisfaction with government information ◆ Public satisfaction with RITE telephone system and Queen's Printer Bookstore
	2. Make government information more accessible to Albertans	
3. Publish and sell Alberta's laws and other materials	4. Deliver products and services that allow us to meet or exceed revenue projections and customers' needs	◆ Queen's Printer Bookstore customer satisfaction with products ◆ Maintaining Queen's Printer Bookstore revenue

GOALS AND STRATEGIES

Responding to an increased public demand for quality information on government programs and services is the focus of the Bureau's business planning activities. Many initiatives are designed to deliver public information quickly and conveniently, particularly through popular resources such as the Internet and e-mail, while others are designed to help Bureau staff receive the training and supports they need to maintain established client and public service levels.

The goal of this plan is to refine the work of an organization that already functions at a high level so that it can continue to meet the needs of clients, customers and the public. It also reflects work being done by Bureau staff assigned across government to help achieve the government's key cross-ministry initiatives.

GOAL 1: INCREASE COMMUNICATIONS WITH ALBERTANS IN THE AREAS THEY IDENTIFY AS TOP PRIORITIES

Communications branch staff will continue in their efforts to assist client ministries in communicating government plans and actions in priority areas. Examples from the government-wide initiatives to take place in this business planning cycle include:

- Assist in the communication of key Aboriginal initiatives such as Alberta's landmark *Aboriginal Policy Initiative* and promote the economic and social development of Aboriginal and Northern communities.
- Support public communications initiatives for programs including the Children's Forum, early childhood development, the *Alberta Children and Youth Initiative*, the Great Kids Awards, programs for Aboriginal children and families and fetal alcohol syndrome awareness, prevention and support.
- Assist in the communications and promotion of key economic development plans included in the government's *Economic Development Strategy*, such as industry diversification, tourism development and marketing Alberta to international markets.
- Support the *Health Sustainability Initiative*; improve two-way communications with the health system to enhance information sharing so Albertans have better access to information; support an increased emphasis on wellness by helping to educate Albertans on the personal benefits of healthy choices and lifestyles.
- Ensure that Albertans are kept informed on Alberta's fiscal status, including quarterly reports, the budget, debt repayment status and taxation rates.
- Explore new ways of communicating the importance of workplace safety, especially for inexperienced workers; ensure that Albertans receive information on workplace rights and responsibilities, careers now and in the future, finding and keeping work and financial benefits.
- Help to coordinate internal government and public communications surrounding the construction, renovation and maintenance of schools, post-secondary institutions, health care facilities and government owned/leased buildings, and the upgrade of seniors' lodges.
- Continue the dialogue with Albertans on all priority areas related to kindergarten to grade 12 and post-secondary learning; work with student groups to improve awareness, access to and planning for post-secondary supports; improve information provided to parents related to curriculum and other areas.

- Assist ministry clients in communicating key changes to the justice system in areas such as family law reform, alternative dispute resolution, family mediation, compensation to victims and domestic violence initiatives.
- Ensure that Albertans receive information about the government's commitment to providing a safe and efficient transportation network to help support the province's economy; its partnerships to support municipalities in the provision of transportation and water/wastewater infrastructure needs; and new programs such as Graduated Driver Licenses and the *Traffic Safety Act*.

GOAL 2: MAKE GOVERNMENT INFORMATION MORE ACCESSIBLE TO ALBERTANS

- Increase the public's awareness and use of Alberta Connects and RITE telephone information services and ensure that the system is able to effectively respond to increased traffic.
- Help to develop and improve Internet information resources available to Albertans.
- Assist in the Alberta One-Window Initiative, a government-wide project to provide a single point of access to Alberta government programs and services.

GOAL 3: IMPROVE THE EFFICIENCY AND COORDINATION OF COMMUNICATIONS ACROSS GOVERNMENT

- Redevelop the RITE telephone directory database to allow for efficiencies in updating online and print listings and to automate publishing of the printed directory. Explore the possibility of allowing Alberta Government staff to update their own listings online.
- Continue to build on the human resource programs and supports available to staff and to achieve goals set out in the Corporate Human Resource Development Strategy, including giving staff the tools and support they need to develop career plans; participating in the Alberta Government Ambassador Program; expanding on senior level training and development; and supporting staff participating in the Corporate Executive Development Initiative.
- Transfer print services from the Bureau to the Alberta Corporate Service Centre (ACSC) to allow for better coordination and integration with other centralized purchasing services provided by ACSC.

GOAL 4: DELIVER PRODUCTS AND SERVICES THAT ALLOW US TO MEET OR EXCEED REVENUE PROJECTIONS AND CUSTOMERS' NEEDS

- Work with the Clerk of the Legislative Assembly and Alberta Justice Chief Legislative Counsel to explore the feasibility and costs of developing a standardized electronic format for publishing, managing content and revising Alberta's laws.
- Work to make public access to Alberta Gazette free by reviewing the Queen's Printer Regulations (44/70) and discussing the potential of changing the Gazette to online distribution.
- Relocate Calgary Bookstore operations to the Calgary RITE offices in order to combine resources and staffing for the two services; ensure that Calgary Bookstore customers are aware of the move, and of other Bookstore service options such as online, phone and fax orders.

A first draft of the business resumption plan for Executive Council offices and the Public Affairs Bureau was completed in January 2000. That initial plan is now being revised in light of recent security concerns.

KEY PERFORMANCE MEASURES

Public Satisfaction with Government Communications in Priority Areas

This measure is linked to core businesses one and two, as well as to goals one and two. It rates overall public satisfaction with information received, either directly from the government or through other sources, in areas Albertans have previously identified as priorities. The measure was established in 1999-2000.

1998-99 Actual	1999-2000 Actual	2000-01 Actual	2001-02 Target	2002-03 Target	2003-04 Target	2004-05 Target
N/A	66%	58%	75%	75%	75%	75%

Public Satisfaction with Government Information

This measure is linked primarily to core business two and goal two. It rates overall public satisfaction with the information received about government programs and services, either directly from the government or through other sources.

1998-99 Actual	1999-2000 Actual	2000-01 Actual	2001-02 Target	2002-03 Target	2003-04 Target	2004-05 Target
69%	69%	62%	75%	75%	75%	75%

Public Satisfaction with RITE Telephone System and Queen's Printer Bookstore

This measure is linked to core business two and goal two. It rates Albertans' satisfaction in using the RITE telephone system to access government and obtain information. It also rates Bookstore customer satisfaction with materials and information provided and value of the products sold.

1998-99 Actual	1999-2000 Actual	2000-01 Actual	2001-02 Target	2002-03 Target	2003-04 Target	2004-05 Target
96%	95%	96%	98%	98%	98%	98%

Government Client Satisfaction

This measure is linked to core business one and goal three. It rates government client satisfaction with the communications services provided by the Bureau.

1998-99 Actual	1999-2000 Actual	2000-01 Actual	2001-02 Target	2002-03 Target	2003-04 Target	2004-05 Target
89%	89%	93%	90%	90%	90%	90%

Queen's Printer Bookstore Customer Satisfaction with Products

This measure is linked to core business three and goal four. It rates satisfaction of Queen's Printer Bookstore customers with the products available.

1998-99 Actual	1999-2000 Actual	2000-01 Actual	2001-02 Target	2002-03 Target	2003-04 Target	2004-05 Target
97%	97%	97%	98%	98%	98%	98%

Maintaining Queen's Printer Bookstore Revenue

This measure is linked to core business three and goal four. It offers a comparison of revenue targets with results actually achieved.

Revenue (in $000)

1997-98		1998-99		1999-2000		2000-01		2001-02	2002-03	2003-04	2004-05
Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Target	Target	Target
$1,525	**$1,581**	$1,770	**$1,925**	$1,525	**$1,799**	$1,525	**$1,821**	$2,500	$2,000	$1,500	$1,500

Expense by Core Business

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Core Business						
Office of the Premier / Executive Council	4,587	4,918	4,869	4,871	4,871	4,871
Public Affairs Bureau						
Help Government Ministries Communicate with Albertans	6,323	6,420	6,340	6,675	6,627	6,627
Provide Albertans with Two-way Access to Government	1,353	1,490	1,443	1,456	1,483	1,483
Publish and sell Alberta's Laws and Other Material	1,494	2,483	2,507	2,042	2,013	2,013
MINISTRY EXPENSE	13,757	15,311	15,159	15,044	14,994	14,994

Ministry Statement of Operations

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Premiums, Fees and Licences	1	-	-	-	-	-
Other Revenue	1,867	2,500	2,500	2,000	1,500	1,500
MINISTRY REVENUE	1,868	2,500	2,500	2,000	1,500	1,500
EXPENSE						
Program						
Office of the Premier / Executive Council	4,586	4,918	4,869	4,871	4,871	4,871
Public Affairs	8,954	10,393	10,290	10,173	10,123	10,123
Valuation Adjustments and Other Provisions	217	-	-	-	-	-
MINISTRY EXPENSE	13,757	15,311	15,159	15,044	14,994	14,994
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(11,889)	(12,811)	(12,659)	(13,044)	(13,494)	(13,494)

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	1,868	2,500	2,500	2,000	1,500	1,500
Inter-ministry consolidation adjustments	(158)	(425)	(425)	(200)	(150)	(150)
Consolidated Revenue	1,710	2,075	2,075	1,800	1,350	1,350
Ministry Program Expense	13,757	15,311	15,159	15,044	14,994	14,994
Inter-ministry consolidation adjustments	(158)	(425)	(425)	(200)	(150)	(150)
Consolidated Program Expense	**13,599**	**14,886**	**14,734**	**14,844**	**14,844**	**14,844**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(11,889)	(12,811)	(12,659)	(13,044)	(13,494)	(13,494)

Finance

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 26, 2002 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

Patricia L. Nelson, *Minister of Finance*
February 26, 2002

FINANCE'S VISION

Working together to provide renowned and innovative financial leadership.

FINANCE'S MISSION (CORE BUSINESSES)

- Establish the fiscal framework and facilitate sound fiscal planning and decision-making.
- Foster an effective accountability framework.
- Manage financial assets and liabilities prudently.
- Foster access to comprehensive and competitive financial products and services and pension plans.
- Administer the regulatory framework to reduce the risk of financial loss to pension plan members, depositors and policyholders.

FINANCE GOALS FOR 2002-05

1. A strong sustainable financial position.
2. Financially open and accountable government.
3. A fair and competitive provincial tax system.
4. Effective management of the province's financial assets and liabilities.
5. Foster confidence in, and encourage the availability of comprehensive, reliable, and competitive financial products and services.
6. Foster confidence in Alberta-registered pension plans.

Note: In addition to the Finance Department, the Ministry of Finance includes the activities of Alberta Government Telephones Commission and its subsidiaries, Alberta Insurance Council, Alberta Municipal Financing Corporation, Alberta Pensions Administration Corporation, Alberta Treasury Branches and its subsidiary ATB Investment Services Inc., and the Credit Union Deposit Guarantee Corporation and its subsidiaries. Additional details for the larger organizations are contained in the supplementary information to the Ministry Plan.

GOAL 1: A STRONG SUSTAINABLE FINANCIAL POSITION

Link to Government Business Plan:
Goal 4 Albertans will be independent.
Goal 12 Alberta will have a financially stable, open and accountable government.
Goal 19 Alberta will work with other governments and maintain its strong position in Canada.

STRATEGIES/OUTPUTS	OUTCOMES	*PERFORMANCE MEASURES/TARGETS
◆ Pay down the Province's accumulated debt in accordance with the *Fiscal Responsibility Act*. ◆ Establish a prudent economic cushion in the fiscal plan as required under the *Fiscal Responsibility Act*. ◆ Plan for a debt free Alberta. ◆ Review and develop government policies on business planning and budgeting and economic, tax and fiscal policies, including prudent forecasts of fiscal and economic conditions. ◆ In co-operation with Executive Council, co-ordinate an overall government business plan, including key government-wide performance measures. ◆ Develop and communicate common economic and financial assumptions for business planning across government. ◆ Monitor achievement of the fiscal plan and business plans. ◆ In consultation with ministries and ACSC (when appropriate), establish and refine standards, policies and guidelines that continue to improve government business planning, financial administration and financial and performance reporting.	◆ Financial plans and policies that ensure Alberta's finances are well managed. ◆ The Province's finances are in order and the debt burden for Albertans is eliminated. ◆ The government fiscal plan is integrated with the business plans. ◆ Ministry business plans and related performance measures are congruent with, and linked to, the overall government business plan and government performance measures.	◆ **Performance Measure: Accumulated Debt Reduction** **Target: Milestones as identified in the *Fiscal Responsibility Act*.** ◆ Performance Measure: Alberta's credit rating Target: ◆ Best among the provinces; and ◆ Domestic debt rated AAA.
◆ Develop Alberta's position on federal-provincial fiscal arrangements and, in conjunction with the other provinces, present that position to the federal government.	◆ Sustainable federal funding for Alberta's social programs. ◆ The Canada Health and Social Transfer (CHST) remains the primary mechanism for health and social transfers.	◆ Performance Measure: Amount of the Canada Health and Social Transfer payments Targets: ◆ Restoration of federal funding through the CHST to at least 18% of provincial expenditures on health and social programs and introduction of an appropriate escalator. ◆ All new CHST funding to be equal to those of all other provinces on a per capita basis. ◆ The existing CHST cash transfer made equal to those of all other provinces on a per capita basis.

* Key Performances Measures appear in bold.

Goal 1 continued on following page

STRATEGIES/OUTPUTS	OUTCOMES	*PERFORMANCE MEASURES/TARGETS
- Work with the federal government and the other provinces to ensure the sustainability of the Canada Pension Plan.	- A Canada Pension Plan that has a sound governance structure, is affordable and viable over the long term and has public confidence.	- Performance Measure: Legislative Amendments to the *Canada Pension Plan Act* Target: Agreement by Finance Ministers on legislative amendments at the end of the next renewal period (December 2002).
- In consultation with public sector pension boards and stakeholders, facilitate the development of new pension governance frameworks including efficient management of boards' requests for policy changes.	- More appropriate, effective and accountable public sector pension plan governance that is sound enough to withstand events that may arise over the life of the plan. - Less day-to-day involvement of the government in public sector pension plan decisions.	- Performance Measure: Improved pension governance frameworks Target: - Separation of sponsor (policy making) and trustee (administrative) functions. - Mechanism exists for transparent accountability. - Parties exposed to financial risk are directly involved.

GOAL 2: FINANCIALLY OPEN AND ACCOUNTABLE GOVERNMENT

Link to Government Business Plan: Goal 12 Alberta will have a financially stable, open and accountable government.

STRATEGIES/OUTPUTS	OUTCOMES	*PERFORMANCE MEASURES/TARGETS
- Continue to develop a three-year fiscal and business plan for the government as part of the annual budget. - Continue to report to Albertans quarterly and annually, with financial and non-financial results as well as overall financial position.	- Public understanding of the government's performance and financial position. - Communication of clear, understandable and reliable information to the public.	- **Performance Measure: Percentage of Albertans aware of government's financial performance in the past year** **Target:** **80% of Albertans aware.**
- Continue to work with ministries to refine ministry responsibility and accountability for financial management, including the reporting of results and business outcomes at the ministry level.	- Ministries responsible and accountable for their internal financial management.	- Performance Measure: Satisfaction of deputy heads with the government's accountability system Target: All satisfied or very satisfied.

GOAL 3: A FAIR AND COMPETITIVE PROVINCIAL TAX SYSTEM

Link to Government Business Plan: Goal 7 Alberta will have a prosperous economy.

STRATEGIES/OUTPUTS	OUTCOMES	*PERFORMANCE MEASURES/TARGETS
◆ Review and develop the government's tax policy initiatives that support the Alberta Advantage and the fiscal plan.	◆ A tax system that promotes economic growth and the well-being of Albertans.	◆ **Performance Measure:** **Provincial tax load for a family of four** **Target:** **Lowest in Canada.** (Shared performance measure with Ministry of Revenue) ◆ **Performance Measure:** **Provincial tax load on businesses** **Target:** **Lowest in Canada.** (Shared performance measure with Ministry of Revenue) ◆ Performance Measure: Total tax load in Alberta as a percentage of GDP compared with the G-7 countries Target: Total tax load in Alberta at 29% of GDP.
◆ Ensure that Alberta's personal tax system promotes self-reliance and wealth creation, and is fair to Albertans.	◆ A tax system that encourages Albertans to work and that supports families. ◆ Higher employment participation rates.**	◆ Performance Measure: Employment participation rate Target: Highest in Canada.
◆ Enhance the competitiveness of Alberta's business tax system (including income, commodity and property taxes) with those of other jurisdictions.	◆ A competitive corporate tax regime that attracts business and investment.	◆ Performance Measure: Percent annual growth in business registrations Target: 3%.
◆ Work in partnership with the federal Department of Finance and other provinces to address interprovincial tax issues.	◆ Enhanced policy flexibility at a reasonable cost. ◆ Increased harmony of tax programs among governments.	◆ Performance Measure: A new Tax Collection Agreement (TCA) with the Government of Canada Target: March 2003.

** Note: The employment participation rate excludes the value of unpaid work.

GOAL 4: EFFECTIVE MANAGEMENT OF THE PROVINCE'S FINANCIAL ASSETS AND LIABILITIES

Link to Government Business Plan: Goal 12 Alberta will have a financially stable, open and accountable government.

STRATEGIES/OUTPUTS	OUTCOMES	*PERFORMANCE MEASURES/TARGETS
◆ Develop an enterprise-wide risk management framework to manage risk.	◆ Corporate financial risks are identified and managed.	◆ Performance Measure: Risk management framework developed Target: March 2003.
◆ Provide financial advice and support to government departments and agencies.	◆ Analysis that enables departments and agencies to make sound financial decisions. ◆ Recommendations that support the financial well being of the Province.	◆ Performance Measure: Departments and agencies requesting assistance during the year are satisfied with services provided Target: 80% satisfied or very satisfied.
◆ Prudently manage the investments of the General Revenue Fund set aside to retire debt.	◆ Cash available to meet future maturities of the accumulated debt. ◆ Reasonable return on invested funds.	◆ Performance Measure: Return on debt retirement investments Target: Return on the investment is greater than the cost of the debt on the day the investment is made.
◆ Monitor debt portfolio and future financing requirements to anticipate and manage risk. ◆ Ensure debt can be issued in all desired jurisdictions. ◆ Monitor capital market for opportunities to issue debt at an all-in cost saving relative to public debt issues. ◆ Analyze and evaluate the impact of natural resource revenue risk management techniques.	◆ Efficient and prudent management of the Province's financial liabilities. ◆ Reduced costs or risks.	◆ Performance Measure: All-in cost of debt issue Target: Cost lower than an issue of comparable term in the Canadian public debt market. ◆ Performance Measure: Market Spreads (Alberta's cost of borrowing compared to the federal government's cost) Target: Lowest spread of any province.
◆ Provide timely information to credit rating agencies and investors in Province of Alberta debt issues.	◆ Credit rating agencies and investors understand the Province's financial position.	◆ Performance Measure: Satisfaction of credit rating agency personnel Target: 80% satisfied or very satisfied.

Goal 4 continued on following page

STRATEGIES/OUTPUTS	OUTCOMES	*PERFORMANCE MEASURES/TARGETS
◆ Streamline banking processes using most appropriate tools. ◆ Optimize the use of daily cash resources. ◆ Forecast the Province's cash flows on a short and long term basis. ◆ Provide banking and cash management services to Provincial corporations, boards and agencies.	◆ Banking processes will be efficient and cost effective. ◆ The Province's cash assets will be fully utilized.	◆ Performance Measure: Satisfaction survey of all clients Target: 90% of clients satisfied or very satisfied. ◆ Performance Measure: Return on the Consolidated Cash Investment Trust Fund Target: Return equal to or greater than ScotiaMcLeod 91 day Treasury Bill Index plus 10 basis points. ◆ Performance Measure: Daily consolidated cash position Target: Daily cash position is within 2% of average daily flow (under review).
◆ Develop and implement a Business Continuity Plan.	◆ Risks are assessed and preventative measures are taken.	◆ Performance Measure: Critical areas are identified and a Business Continuity Plan is in place for those areas Target: March 2003.

GOAL 5: FOSTER CONFIDENCE IN, AND ENCOURAGE THE AVAILABILITY OF COMPREHENSIVE, RELIABLE AND COMPETITIVE FINANCIAL PRODUCTS AND SERVICES

Link to Government Business Plan: Goal 4 Albertans will be independent.

STRATEGIES/OUTPUTS	OUTCOMES	*PERFORMANCE MEASURES/TARGETS
• Establish processes to improve co-operation between Alberta regulatory agencies (Ministry of Finance, Alberta Insurance Council, Credit Union Deposit Guarantee Corporation and Alberta Securities Commission). • Influence national initiatives which impact the effectiveness of regulation of Alberta's financial sector (includes pension, insurance and financial institutions). • Develop a response to the electronic distribution of financial products, information and other market innovations. • Enable Albertans to control personal information that can be requested by a financial service provider authorized to operate in Alberta. • Foster resolution of disputes between the industry and its clients. • Simplify and improve contractual and claims requirements and processes.	• An efficient and fair regulatory environment for financial services. • Unbiased mechanisms for consumers to seek redress. • A regulatory environment that reflects today's rapidly changing financial market place.	• Performance Measure: Satisfaction of financial sector with the efficiency and fairness of the regulatory environment Target: 80% satisfied or very satisfied. (Stakeholders surveyed biannually; survey due in 2002-03) • Performance Measure: Percentage of financial institutions meeting legislated capital adequacy requirements Target: 100%.
• Carry out a policy review of compensation for automobile injury claims and related costs of premium increases.	• Fair compensation for claimants and more stable automobile insurance premiums.	• Reform proposals accepted by government are implemented.
• Change solvency rules for Alberta incorporated property and casualty insurers in harmonization with other Canadian regulators.	• Sound business practices by provincially incorporated property and casualty insurers.	• Performance Measure: Percentage of property and casualty insurers that have the legislated minimum capital requirements Target: 100%.
• Provide financial services through Alberta Treasury Branches, based on sound banking and business principles, to all Albertans with a focus on independent business, personal and agri-industries lending.	• Personalised financial services to Albertans throughout the province. • Profitable operation of Alberta Treasury Branches.	• Meet and exceed customer expectations in its three target markets (independent business, personal and agri-industries lending). • Achieve, over time, profitability, efficiency and loan loss ratios comparable to the major banks.
• Provide quality pension administration services to Alberta's public sector pension employees and employers and to the boards of those plans through Alberta Pensions Administration Corporation at the lowest possible cost.	• Accurate and timely payment of pension benefits. • Timely, accurate and understandable pension information provided to employees, employers and boards.	• Performance Measure: Satisfaction of client employees and employers with products and services Target: 80% satisfied or very satisfied.

Goal 5 continued on following page

STRATEGIES/OUTPUTS	OUTCOMES	*PERFORMANCE MEASURES/TARGETS
◆ Lend to local authorities for capital projects at the lowest possible cost, consistent with the viability of the Alberta Municipal Financing Corporation (AMFC).	◆ Access for local authorities to financing at or near the Province's cost of borrowing.	◆ Performance Measure: Alberta local authorities' cost of borrowing from AMFC Target: Borrowing cost is lowest among Canadian municipalities. ◆ Performance Measure: Satisfaction of local authorities with lending policies and efficiency of AMFC Target: 80% satisfied or very satisfied. (Local authorities surveyed biannually - next survey due fall 2003)

GOAL 6: FOSTER CONFIDENCE IN ALBERTA-REGISTERED PENSION PLANS

Link to Government Business Plan: Goal 4 Albertans will be independent.

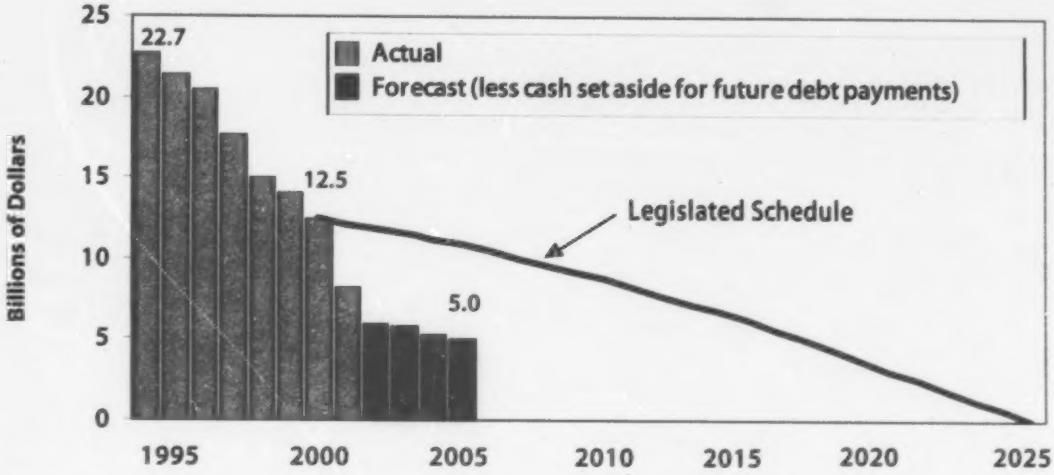
STRATEGIES/OUTPUTS	OUTCOMES	*PERFORMANCE MEASURES/TARGETS
• Promote consistent legislative standards and administrative roles, rules and procedures among Canadian jurisdictions. • Develop a response to the electronic distribution of pension information and other market innovations. • Develop a risk assessment system to help identify pension plans needing special attention and assistance to maintain registered status.	• An efficient and fair regulatory environment for pensions.	• Performance Measure: Satisfaction of pension plan administrators with the efficiency and fairness of regulatory environment Target: 80% satisfied or very satisfied. (Survey completed biannually - next survey due in fall 2003)
	• A regulatory environment that reflects today's rapidly changing financial marketplace.	• Performance Measure: Percentage of private sector defined benefit pension plans having solvency ratios equalling or exceeding 0.9 Target: 85% of registered defined benefit pension plans will have solvency ratios that equal or exceed 0.9.
	• An effective regulatory regime that focuses resources where required.	• Performance Measure: Compliance problems in "at risk" pension plans resolved within acceptable periods of time Target: Within three months of the identification of non-compliance issues, plan administrators must provide an action plan acceptable to the Superintendent of Pensions, to bring the plan back into compliance with the legislation.

KEY PERFORMANCE MEASURES

ACCUMULATED DEBT

Accumulated Debt is an indicator of the financial strength of the Province and the long-term performance of the government. It is compared against the targets set out in the *Fiscal Responsibility Act* and includes the outstanding consolidated debt of the General Revenue Fund, the debt of the Alberta Social Housing Corporation and the government's liability for school construction debt.

ACCUMULATED DEBT AT MARCH 31



Source: Ministry of Finance

PUBLIC AWARENESS OF GOVERNMENT FINANCIAL PERFORMANCE

This measures the portion of Albertans aware of the government's financial performance in the past year. The target is 80% of Albertans.

Date of Survey	% Awareness
November 1995	34%
October 1996	66%
October 1997	72%
September 1998	69%
December 1999	70%
February 2001	70%

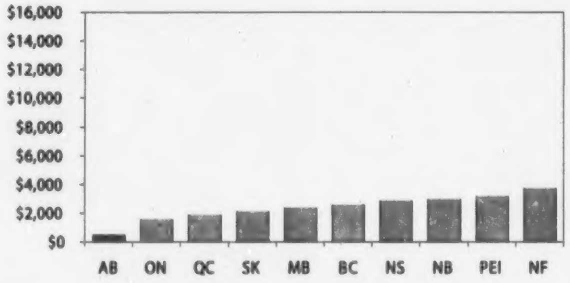
PROVINCIAL TAX LOAD FOR A FAMILY OF FOUR (TWO CHILDREN)

This measure compares typical taxes, including provincial income, sales, payroll, fuel and tobacco taxes (excluding federal taxes), and health care insurance premiums payable by a family with two children earning $30,000, $60,000 and $100,000. The target is to have the lowest provincial tax load for a family of four in Canada.

FAMILY EARNING $30,000

Taxes and Health Care Insurance Premiums

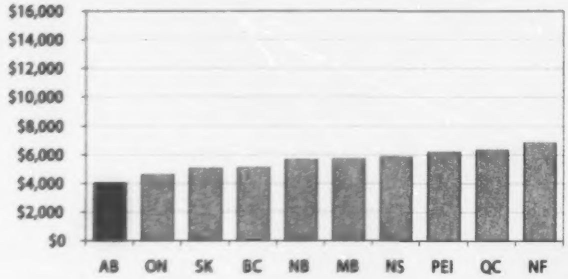
(One-income family with two children)



FAMILY EARNING $60,000

Taxes and Health Care Insurance Premiums

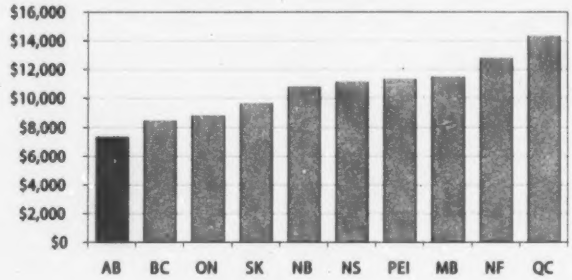
(Two-income family with two children)



FAMILY EARNING $100,000

Taxes and Health Care Insurance Premiums

(Two-income family with two children)



Note: Other provinces' rates known as of February 26, 2002

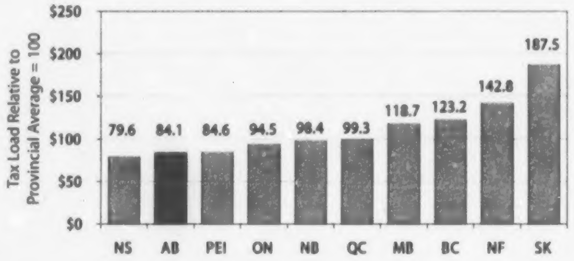
Source: Ministry of Finance

PROVINCIAL TAX LOAD ON BUSINESSES

This measure compares provincial tax load on businesses and includes business income taxes, capital taxes, and insurance corporation taxes. The target is to have the lowest provincial tax load on businesses in Canada.

PROVINCIAL TAX LOAD ON BUSINESSES* 2001-02

(% of provincial average)



* Includes business income taxes, capital taxes and insurance.

Source: Federal Department of Finance, Equalization Estimates, Third Estimate, February 2002

Expense by Core Business

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Core Business						
Establish the Fiscal Framework and Facilitate Sound Fiscal Planning and Decision Making	5,312	5,432	5,366	6,025	6,154	5,850
Foster an Effective Accountability Framework	5,323	5,434	5,432	5,977	6,095	5,797
Manage Financial Assets and Liabilities Prudently	1,043,936	815,760	871,374	648,748	549,851	559,968
Foster Access to Comprehensive and Competitive Financial Products and Services and Pension Plans	408,748	381,479	379,200	356,937	329,808	304,945
Administer the Regulatory Framework to Reduce the Risk of Financial Loss to Pension Plan Members, Depositors and Policy Holders	666	715	708	810	821	820
MINISTRY EXPENSE	1,463,985	1,208,820	1,262,080	1,018,497	892,729	877,380

Ministry Statement of Operations

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Internal Government Transfers	214,291	44,031	220,541	319,830	353,893	496,340
Other Taxes	453	350	500	400	400	400
Transfers from Government of Canada	3,883	3,883	4,434	4,030	4,030	4,030
Investment Income	526,197	569,575	567,327	498,339	422,643	384,779
Premiums, Fees and Licences	15,781	18,008	18,634	21,753	24,837	25,927
Net Income from Commercial Operations	166,567	155,264	162,568	121,722	143,109	171,083
Other Revenue	23,208	21,183	22,620	123,038	22,017	19,328
MINISTRY REVENUE	950,380	812,294	996,624	1,089,112	970,929	1,101,887
EXPENSE						
Program						
Fiscal Planning and Accountability	7,443	7,476	7,569	8,276	8,516	7,967
Treasury Management	70,285	70,171	70,177	71,009	71,298	71,948
Financial Sector Operations	3,724	3,975	3,929	4,425	4,561	4,582
Public Sector Pension Policy and Administration	13,761	19,645	17,304	21,532	20,487	17,807
Financing to Local Authorities	391,827	358,226	358,226	331,287	305,086	282,895
Ministry Support Services	3,862	4,347	4,295	4,912	4,910	4,845
Valuation Adjustments and Other Provisions	(2,241)	1,500	(28,900)	350	350	300
Program Expense*	488,661	465,340	432,600	441,791	415,208	390,344
Debt Servicing Costs						
Department Voted	90,569	80,480	80,480	70,706	61,521	53,036
Department Statutory	884,755	663,000	749,000	506,000	416,000	434,000
Ministry Debt Servicing Costs	975,324	743,480	829,480	576,706	477,521	487,036
MINISTRY EXPENSE	1,463,985	1,208,820	1,262,080	1,018,497	892,729	877,380
Gain (Loss) on Disposal of Capital Assets	(32)	-	-	-	-	-
NET OPERATING RESULT	(513,637)	(396,526)	(265,456)	70,615	78,200	224,507

* Subject to the *Fiscal Responsibility Act*. Program expense includes the province's cash payments towards the unfunded pension liability (which will be eliminated under a separate legislated plan). Program expense does not include the annual change in the unfunded pension obligations, which is a non-cash expense that does not affect borrowing requirements. The annual increases (decreases) in the Ministry of Finance's unfunded pension obligations are:

11,522 (7,000) (7,000) (7,000) (6,000) (7,000)

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	950,380	812,294	996,624	1,089,112	970,929	1,101,887
Inter-ministry consolidation adjustments	(276,535)	(123,369)	(290,977)	(398,630)	(440,027)	(587,385)
Consolidated Revenue	673,845	688,925	705,647	690,482	530,902	514,502
Ministry Program Expense	488,661	465,340	432,600	441,791	415,208	390,344
Inter-ministry consolidation adjustments	(4,927)	(124)	(138)	(167)	(167)	(168)
Consolidated Program Expense	**483,734**	**465,216**	**432,462**	**441,624**	**415,041**	**390,176**
Ministry Debt Servicing Costs	975,324	743,480	829,480	576,706	477,521	487,036
Inter-ministry consolidation adjustments	(112,431)	(110,152)	(101,626)	(96,487)	(102,962)	(106,865)
Consolidated Debt Servicing Costs	862,893	633,328	727,854	480,219	374,559	380,171
Consolidated Expense	1,346,627	1,098,544	1,160,316	921,843	789,600	770,347
Gain (Loss) on Disposal of Capital Assets	(32)	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(672,814)	(409,619)	(454,669)	(231,361)	(258,698)	(255,845)

Gaming

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 26, 2002 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

Ron Stevens, QC, *Minister of Gaming*
February 27, 2002

INTRODUCTION

The Ministry of Gaming includes the Department of Gaming, the Alberta Gaming and Liquor Commission, the Alberta Gaming Research Council and responsibility for the *Racing Corporation Act*.

DEPARTMENT OF GAMING

The Department's responsibilities include policy, business management, communications, and lottery funded programs, including the Community Facility Enhancement Program. The Department benefits from services provided by the Alberta Gaming and Liquor Commission in the areas of human resources and information technology and other administrative services provided through a shared services arrangement with Community Development.

ALBERTA GAMING AND LIQUOR COMMISSION

The Alberta Gaming and Liquor Commission (AGLC), an agent of the Government of Alberta, consists of a Board and a Corporation. The Corporation acts as the operational arm of the organization, while the Board is responsible for reflecting Government's direction through policy and regulatory matters. The Commission ensures that gaming and liquor activities in Alberta are conducted honestly, openly, and with the highest level of integrity. The Commission also endeavours to maximize the economic benefits of gaming and liquor activities in the province to the benefit of Albertans. The AGLC administers the Alberta Lottery Fund under the provisions of the *Gaming and Liquor Act*. The business plan for the AGLC begins on page 181.

ALBERTA GAMING RESEARCH COUNCIL

The Alberta Gaming Research Council is a broad-based advisory group to the Minister of Gaming. The Council is made up of representatives from the gaming industry, the Aboriginal community, youth, seniors, law enforcement, the Alberta Alcohol and Drug Abuse Commission (AADAC), Alberta Health and Wellness, and Alberta Gaming. The Council was established to help direct the research activities of the Alberta Gaming Research Institute. The Institute is an independent consortium of the Universities of Alberta, Calgary and Lethbridge that conducts research into the social and economic aspects of gaming, emerging gaming trends and problem gambling prevention and treatment.

RACING CORPORATION ACT

The Minister of Gaming is responsible for the *Racing Corporation Act*. The legislation places the responsibility for management and regulation of the horse racing industry in Alberta on a private, not-for-profit agency - the Alberta Racing Corporation.

KEY INITIATIVES

Alberta Gaming continues to identify and work on major initiatives related to gaming and liquor activities in the province. The outcome of these initiatives will have a significant impact on our business over the next three years. These initiatives include:

- implement the recommendations from the Gaming Licensing Policy Review to ensure that the appropriate policies and procedures are in place to deal effectively with Alberta's growing and maturing gaming industry;

- implement and manage the policy related to gaming facilities on First Nations land; and
- develop policies related to emerging gaming and liquor related issues.

MINISTRY'S VISION

A province that strives to balance choice and responsibility in its gaming and liquor industries, uses revenues derived from these activities for the benefit of Albertans, and provides opportunity for competition and enhanced service in its liquor and gaming industries.

MINISTRY'S MISSION

To ensure integrity and accountability in Alberta's gaming and liquor industries, and to achieve the maximum benefit for Albertans from gaming and liquor activities.

GUIDING PRINCIPLES

The Ministry has adopted the following guiding principles for gaming in Alberta:

1. The integrity of gaming will be ensured.
2. Gaming policies will reflect a commitment to social responsibility.
3. The financial return to eligible groups from charitable gaming is to be maximized for the benefit of charitable and religious groups, the programs or activities they deliver and the communities in which those programs are located.
4. Gaming policies will be supported by sound research and consultation with the public and stakeholders.
5. The collection and use of gaming revenue will be open and accountable.
6. Gaming activities will meet standards of quality to protect the integrity of gaming activities, provide gaming entertainment value to consumers and help to keep gaming dollars in Alberta.
7. The guiding principles for gaming will be subject to review, to ensure they reflect Albertans' wishes.

CORE BUSINESSES

The Ministry of Gaming has three core businesses.

1. Develop provincial gaming and liquor legislation and policy and regulate the gaming and liquor industries in accordance with legislation and policy;
2. Manage the Alberta Lottery Fund and administer designated lottery-funded programs to support Alberta communities; and
3. Support leading-edge research on gaming and liquor issues in Alberta.

CORE BUSINESS #1: DEVELOP PROVINCIAL GAMING AND LIQUOR LEGISLATION AND POLICY AND REGULATE THE GAMING AND LIQUOR INDUSTRIES IN ACCORDANCE WITH LEGISLATION AND POLICY.

The Ministry is committed to developing gaming and liquor legislation and policy that strike a balance between choice and responsibility in gaming and liquor activities in Alberta. The Ministry ensures the regulation of the gaming and liquor industries through the provisions of the *Gaming and Liquor Act* and Regulation.

GOAL	KEY STRATEGIES
1.1 Alberta gaming and liquor policy achieves a balance between social responsibility and economic benefit to Albertans.	◆ Monitor the gaming and liquor industries to identify emerging issues and trends, such as potential growth, and develop policies to address the social and economic implications of these issues. ◆ Monitor gaming and liquor policies in other jurisdictions and establish benchmarks and best practices. ◆ Ensure Albertans are aware of gaming and liquor policy and are consulted with respect to major policy initiatives. ◆ Implement and manage First Nations gaming policies and ensure policies are consistent with the charitable gaming model and the government's Aboriginal Policy Framework.
1.2 The gaming and liquor industries are regulated in accordance with legislation and policy.	◆ License and regulate all liquor activities in the province. ◆ License and regulate charitable gaming activities. ◆ Conduct and manage provincial gaming activities in accordance with the *Criminal Code of Canada*, provincial legislation and policy. ◆ Ensure the accountability of the Alberta Racing Corporation with respect to its delegated responsibilities. ◆ Review the annual business plan for the Alberta Racing Corporation and monitor activities and achievement of results. ◆ Ensure the activities of the independent Appeal Tribunal established under the *Racing Corporation Act* are carried out in accordance with legislation.

PERFORMANCE MEASURES

	2002-2003 Target	2003-2004 Target	2004-2005 Target
◆ Percentage of Albertans surveyed who are satisfied with the conduct of the liquor business in Alberta.	75%	80%	82%
◆ Percentage of Albertans surveyed who are satisfied with the conduct of legal gaming in Alberta.	70%	75%	77%

CORE BUSINESS #2: MANAGE THE ALBERTA LOTTERY FUND AND ADMINISTER DESIGNATED LOTTERY-FUNDED PROGRAMS TO SUPPORT ALBERTA COMMUNITIES.

All provincial government gaming revenue is directed to the Alberta Lottery Fund and identified for use in specific charitable, non-profit, public and community-based initiatives. The Department of Gaming coordinates development of the Lottery Fund budget and administers designated lottery-funded programs. The Alberta Gaming and Liquor Commission (AGLC) is responsible for administration of the Alberta Lottery Fund, including collection of revenues and disbursement of revenues according to an *Appropriation Act*. Alberta Lottery Fund expenditures support programs, projects and foundations administered by various ministries.

GOAL	KEY STRATEGIES
2.1 Lottery funds support charitable, non-profit, public and community-based initiatives.	◆ Review the disbursement of Alberta Lottery Fund proceeds to ensure all funds are being allocated and expended according to policy and intended use. ◆ Provide Community Facility Enhancement Program (CFEP) matching grants to improve Alberta's public-use facilities. ◆ Ensure accountability for revenues distributed to the horse racing industry, based on the terms of the Racing Industry Renewal Initiative. ◆ Ensure Albertans are informed of the initiatives supported by the Alberta Lottery Fund. ◆ Support capital infrastructure improvements of major exhibitions.

PERFORMANCE MEASURES

	2002-2003 Target	2003-2004 Target	2004-2005 Target
◆ Percentage of Alberta Lottery Fund disbursements committed to supporting charitable, non-profit, public and community-based initiatives.	100%	100%	100%
◆ Percentage of administration costs of lottery-funded programs administered by the Department of Gaming.	Less than 2% of program disbursements	Less than 2% of program disbursements	Less than 2% of program disbursements
◆ Percentage of Albertans who are aware that the Alberta Lottery Fund supports charitable, non-profit, public and community based initiatives.	Increase over 2001-2002 baseline	Increase over 2002-2003 target	Increase over 2003-2004 target
◆ Percentage of Albertans who are satisfied with how the Alberta Lottery Fund revenue is used.	Establish baseline	Increase over 2002-2003 baseline	Increase over 2003-04 target

CORE BUSINESS #3: SUPPORT LEADING-EDGE RESEARCH ON GAMING AND LIQUOR ISSUES IN ALBERTA.

Alberta is committed to being a key partner in supporting gaming and liquor related research. The Ministry established the Alberta Gaming Research Council to help direct the activities of the Alberta Gaming Research Institute - a consortium of the Universities of Alberta, Calgary and Lethbridge. The Institute is funded by the Alberta Lottery Fund to conduct research into the social and economic aspects of gaming, emerging gaming trends and problem gambling prevention and treatment.

Through legislation, policy and partnerships, the Ministry also supports the responsible use and enjoyment of alcohol and gaming entertainment.

GOAL	KEY STRATEGIES
3.1 The Ministry is a partner in leading-edge gaming and liquor research that supports policy development.	◆ Collaborate with the Alberta Gaming Research Institute to identify priority research needs. ◆ Support research into, and inform Albertans of, the social and economic aspects of gaming. ◆ In partnership with the Alberta Alcohol and Drug Abuse Commission and the gaming and liquor industries, ensure consumers of alcohol and gaming products are aware of prevention and treatment programs for problem gambling and alcohol abuse.

PERFORMANCE MEASURES

	2002-2003 Target	2003-2004 Target	2004-2005 Target
◆ Percentage of partners who are satisfied with level of support and cooperation for research, prevention and treatment programs.	Increase over 2001-2002 baseline	Increase over 2002-2003 target	Increase over 2003-2004 target
◆ Percentage of Albertans surveyed who are aware of prevention and treatment programs for problem gambling and alcohol abuse.	Increase over 2001-2002 baseline	Increase over 2002-2003 target	Increase over 2003-2004 target

Expense by Core Business

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Core Business						
Develop Legislation, Regulations and Policy for the Gaming and Liquor Industries	71,008	89,794	87,797	118,863	166,784	190,494
Manage the Alberta Lottery Fund and administer Designated Lottery Programs	945,623	945,318	1,065,338	1,113,293	1,242,627	1,296,787
Support Gaming and Liquor Research	1,630	1,749	1,747	1,741	1,745	1,745
MINISTRY EXPENSE	1,018,261	1,036,861	1,154,882	1,233,897	1,411,156	1,489,026

Ministry Statement of Operations

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Net Income from Commercial Operations						
Video Lottery Terminal Revenue	575,131	547,000	630,000	624,000	628,600	631,000
Casino Gaming Terminal Revenue	251,667	308,949	330,000	411,398	581,421	656,891
Ticket Lottery Revenue	160,749	154,000	168,000	169,700	171,700	171,700
Liquor and Related Revenue	481,269	478,000	495,000	558,000	563,000	563,000
Investment Income						
Lottery Fund Interest Revenue	13,891	6,000	6,000	6,000	6,000	6,000
Other Revenue						
Various	74	-	-	-	-	-
MINISTRY REVENUE	1,482,781	1,493,949	1,629,000	1,769,098	1,950,721	2,028,591
EXPENSE						
Program						
Ministry Support Services	1,449	1,504	1,489	1,478	1,532	1,532
Gaming Research	1,500	1,600	1,600	1,600	1,600	1,600
Lottery Funded Programs	108,004	125,631	114,196	95,068	116,362	116,362
Financial Assistance to Alberta Gaming and Liquor Commission	69,878	88,628	86,642	117,714	165,593	189,303
Lottery Fund Payments to Other Ministries	837,430	819,498	950,955	1,018,037	1,126,069	1,180,229
MINISTRY EXPENSE	1,018,261	1,036,861	1,154,882	1,233,897	1,411,156	1,489,026
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	464,520	457,088	474,118	535,201	539,565	539,565

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	1,482,781	1,493,949	1,629,000	1,769,098	1,950,721	2,028,591
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	1,482,781	1,493,949	1,629,000	1,769,098	1,950,721	2,028,591
Ministry Program Expense	1,018,261	1,036,861	1,154,882	1,233,897	1,411,156	1,489,026
Inter-ministry consolidation adjustments	(837,430)	(819,498)	(950,955)	(1,018,037)	(1,126,069)	(1,180,229)
Consolidated Program Expense	**180,831**	**217,363**	**203,927**	**215,860**	**285,087**	**308,797**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	1,301,950	1,276,586	1,425,073	1,553,238	1,665,634	1,719,794

ALBERTA GAMING AND LIQUOR COMMISSION BUSINESS PLAN 2002-2005

The Alberta Gaming and Liquor Commission (AGLC) is an agent of the Government of Alberta and consists of a Board and a Corporation. The Corporation acts as the operational arm of the organization while the Board is responsible for policy and regulatory matters. The Board consists of a Chairman, Deputy Chairman and three public members. The responsibilities of the Board of the Alberta Gaming and Liquor Commission are defined in the *Gaming and Liquor Act*. These responsibilities are:

1. Ensuring that the operations of the Commission are carried out in accordance with the legislation and Board direction.
2. Establishing policies for the operations of the Commission. The Board also takes policy direction from the Minister and develops strategies and plans for that policy direction to be effectively implemented.
3. Reviewing and approving liquor and gaming licences and registrations.
4. Conducting hearings into matters involving licences and registrations and breaches of legislation.

The Corporation consists of administrative and operational units responsible for the day-to-day functioning of the Commission.

AGLC VISION

The AGLC, as an agent of the Government of Alberta, works to achieve the vision of the Ministry of Gaming, namely:

> *A province that strives to balance choice and responsibility in its gaming and liquor industries, uses revenues derived from these activities for the benefit of Albertans, and provides opportunity for competition and enhanced service in its liquor and gaming industries.*

AGLC MISSION

To ensure that gaming and liquor activities in Alberta are conducted with integrity and social responsibility and to maximize long term economic benefits for Albertans.

AGLC VALUES

The AGLC is committed to operating according to the following values. We will:

1. act with integrity and in a fair and impartial manner;
2. strive to balance social and economic responsibilities to the people of Alberta;
3. foster clear, open and courteous communications and consult with stakeholders;
4. achieve excellence in customer service;
5. nurture a working environment that is characterized by teamwork, collaboration, and open communication;
6. be an innovative and adaptable organization that focuses on continuous improvement in the quality, effectiveness, and efficiency of our products, services and business processes; and
7. be responsible stewards of assets entrusted to us, maintaining our accountability to the Province of Alberta.

AGLC CORE BUSINESSES

The AGLC has three core businesses:

1. License and regulate liquor activities.
2. License and regulate charitable gaming activities.
3. Conduct and manage provincial gaming activities.

CORE BUSINESSES, GOALS, AND KEY STRATEGIES OF THE AGLC

Core Business #1: License and regulate liquor activities.

The AGLC licenses, registers, regulates and monitors all liquor activities in the province according to the *Gaming and Liquor Act* and Regulation, other provincial and federal legislation, and AGLC policies.

GOAL	KEY STRATEGIES
1.1 Develop liquor policy and conduct licensing activities in accordance with the *Gaming and Liquor Act* and Regulation.	◆ Ensure integrity of liquor activities through regular reviews of policy, Terms and Conditions and Operating Guidelines. ◆ Assess applications in accordance with legislation, policies and procedures. ◆ Educate licensees and registrants about the legislation, operating guidelines and policies related to licences and registrations. ◆ Work in collaboration with the liquor industry to develop an effective campaign that encourages responsible liquor consumption.
1.2 Ensure the manufacture, importation, distribution, sale and consumption of liquor products are conducted according to legislation and policy.	◆ Work with federal customs offices in Alberta to streamline the customs clearance process. ◆ Ensure the collection and distribution of all liquor revenues is conducted according to legislation and policy. ◆ Conduct inspections of licensed premises and investigate all complaints concerning licensed liquor activities. ◆ Investigate alleged violations of the *Gaming and Liquor Act* and Regulation. ◆ Ensure beverage container management is conducted according to the Beverage Container Recycling Regulation.

PERFORMANCE MEASURES

	2002-2003 Target	2003-2004 Target	2004-2005 Target
◆ Licensees comply with legislation, regulation and policy.	87%	90%	90%
◆ Percentage of licenses and registrations approved within established timeframes.	97%	98%	98%
◆ Percentage of liquor industry clients who are satisfied with level of service provided by AGLC.	Increase over 2001-2002 baseline	90%	90%

Core Business #2: License and regulate charitable gaming activities.

Alberta is a leader with its charitable gaming model for casino, pull ticket, raffle and bingo events. These gaming activities only occur when eligible non-profit and charitable organizations apply for and receive licences to conduct gaming activities. Alberta's charitable gaming model ensures proceeds from gaming activities provide a benefit to the community.

GOAL	KEY STRATEGIES
2.1 Develop gaming policy and conduct licensing activities under the authority of the *Criminal Code of Canada* and in accordance with the *Gaming and Liquor Act* and Regulation.	◆ Ensure policy, Terms and Conditions and Operating Guidelines are designed to protect the integrity of gaming activities through the regular review of policies. ◆ Implement the policy direction arising from the Gaming Licensing Policy review. ◆ Implement new policy on eligibility criteria and use of proceeds by charitable organizations. ◆ Ensure due diligence in the licensing process related to eligibility and use of proceeds by charitable organizations. ◆ Ensure due diligence in the licensing process including complete criminal and financial background reviews for Licensed Facility Operators and Gaming Suppliers. ◆ Educate licensees and registrants on gaming legislation, policy, Terms and Conditions and Operating Guidelines.
2.2 Ensure all gaming activities are conducted in accordance with legislation and policy.	◆ Maintain the charitable gaming model and ensure compliance with respect to casino, bingo, raffle, and pull ticket events. ◆ Ensure charities receive all funds to which they are entitled and that proceeds received from licensed gaming activities are used for purposes consistent with the requirements of the Criminal Code. ◆ Conduct inspections and audits of gaming licensees and activities. ◆ Investigate all complaints and alleged violations concerning licensed gaming activities. ◆ Increase sharing of information among enforcement agencies and stakeholders. ◆ Ensure implementation of and compliance with the First Nations gaming policy.

PERFORMANCE MEASURES

	2002-2003 Target	2003-2004 Target	2004-2005 Target
◆ Charitable gaming activities are conducted in accordance with legislation, regulations and policy.	92%	95%	95%
◆ Percentage of licenses and registrations completed within established timeframes.	97%	98%	98%
◆ Percentage of gaming industry clients who are satisfied with level of service provided by AGLC.	Increase over 2001-2002 baseline	90%	90%

Core Business #3: Conduct and manage provincial gaming activities.

The AGLC is responsible for the conduct and management of electronic gaming in Alberta under the authority of the *Criminal Code (Canada)*, provincial legislation and policy. The AGLC owns and operates two primary electronic gaming networks in Alberta - video lottery terminals in licensed premises and slot machines in casino facilities and racing entertainment centres. The AGLC, in partnership with the Western Canada Lottery Corporation (WCLC), also conducts and manages ticket lotteries in the province.

GOAL	KEY STRATEGIES
3.1 Ensure all provincial gaming activities are conducted in accordance with legislation and policy.	◆ Implement the policy direction arising from the Gaming Licensing Policy Review. ◆ Ensure the allocation of slot machines, video lottery terminals and ticket lottery terminals at retailer locations is consistent with consumer demand. ◆ Develop and implement responsible gaming programs for all gaming activities in partnership with AADAC and gaming industry stakeholders. ◆ Research and monitor Internet gaming and develop a longer-term strategy regarding the use of the Internet to facilitate gaming activities. ◆ Implement the recommendations from the security review to ensure the integrity of gaming operations. ◆ Introduce security tracking modules on all slot machines. ◆ Implement electronic gaming in First Nation casinos in accordance with First Nations Gaming policy.
3.2 Ensure the efficiency and effectiveness of gaming operations.	◆ Upgrade the video lottery network by replacing terminals and central monitoring system. ◆ Develop an asset management strategy for the ticket lottery terminals. ◆ Continue to review alternative service delivery mechanisms for equipment maintenance. ◆ Ensure slot machine and video lottery terminal integrity through tracking key performance indicators and responding to anomalies. ◆ Update and formalize the roles and responsibilities of the AGLC and the WCLC to ensure efficiencies.
3.3 Enhance the return to charitable gaming through the introduction of provincial lotteries.	◆ Provide electronic bingo and electronic Keno within the charitable gaming model.

PERFORMANCE MEASURES

	2002-2003 Target	2003-2004 Target	2004-2005 Target
◆ Retailer satisfaction with ALGC services related to VLTs, slot machines and ticket lotteries.	90%	92%	95%
◆ On-line availability of central operating system for VLTs and slot machines.	99.2%	99.5%	99.5%
◆ Percentage of gaming integrity issues resolved within established timeframes.	85%	90%	95%

SUPPORTING CORE BUSINESSES AND CORPORATE OBJECTIVES

The AGLC's mandate includes responsibility for the three distinct but complementary core businesses outlined above. Strategies and actions are undertaken to carry out these businesses and are supported by services in human resources, information systems and finance and administration. The AGLC is reviewing opportunities to use the Alberta Corporate Service Centre where a business case supports this action.

HUMAN RESOURCE DEVELOPMENT STRATEGIES

The AGLC cares about its employees' health, their professional and personal development and the contribution they make to the community. The AGLC's human resource strategy includes ensuring that the knowledge, skills and abilities are in place to meet current business objectives and new challenges facing the AGLC.

The AGLC is committed to aligning its human resource strategies with those of the government's Corporate Human Resource Development Strategy to address issues such as the overall aging of the public service, stiff competition for scarce resources and rapidly changing skill needs. We will continue to undertake initiatives in the areas of recruitment, learning and leadership development to meet the requirements of the organization.

We are committed to ensuring that employees are able to develop a healthy balance between their professional commitments and their personal lives and will continue to examine workload issues to assist in achieving this balance.

INFORMATION SYSTEMS STRATEGIES

The AGLC is committed to being an innovative user of current technology. Our goal is to ensure that our systems, technology infrastructure and telecommunications support the business requirements with the highest levels of availability, security and integrity. We will continue to investigate emerging technologies to ensure that our systems meet the growing and changing business requirements of the organization.

Where appropriate, the AGLC will align its information systems strategies with those articulated in the Corporate Information Management/Information Technology Strategic Plan - especially in the areas of electronic delivery of services and supporting skills development among staff. The AGLC will continue to review alternative service delivery mechanisms for various functions such as equipment maintenance and data processing.

FINANCE AND ADMINISTRATION

The AGLC is committed to efficient management of resources entrusted to it. The finance and administration functions support efficient property management, purchasing, financial reporting, and general administrative functions. Through timely reporting and effective controls, these support areas assist other units in achieving the overall goal of meeting operating expense budgets and revenue projections.

Government Services

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 26, 2002 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

David C. Coutts, *Minister of Government Services*
February 27, 2002

INTRODUCTION

When you register a vehicle in Alberta, apply for a birth certificate, or seek information about the province's consumer protection legislation, you are accessing some of the many services, products and information offered by the Ministry of Government Services. We are proud of our ministry's tradition of service excellence and, through the implementation of this business plan, we will continue to excel.

Albertans expect and deserve flexible and convenient access to the Government of Alberta. In addition to delivering programs, Government Services is responsible for leading service improvement initiatives to improve Albertan's access to services, ensure protection of their privacy, and streamline government support processes.

Our award-winning registration, licencing and consumer services contribute to a prosperous Alberta economy by promoting a fair and effective marketplace for both consumers and business and by providing Albertans with security and accessibility as they purchase a vehicle, buy a house, start a small business, secure a loan, or register a newly born Albertan. We look forward to continuing our vital role in supporting the provincial economy and meeting the needs of Albertans.

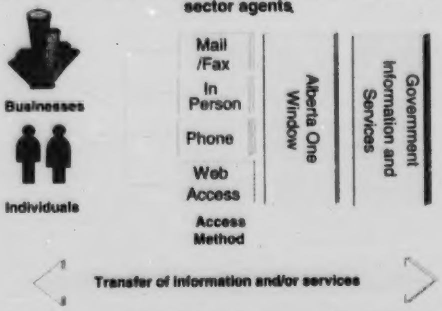
SUPPORT OF GOVERNMENT OF ALBERTA PRIORITIES

Our Ministry plays a key role in implementing the goals of the Government of Alberta.

Financially Stable, Open and Accountable Government - Support for this initiative is provided by:

Alberta One Window

Individuals and businesses can access government information and services through the internet, in person, over the phone, and through mail or fax. Services are provided through government and private sector agents.



- Enhancing Albertans' access to provincial government information and services through a web enabled, electronic support network which coordinates non-electronic service delivery channels. As a key administrative initiative, Alberta One Window will be managed in conjunction with the Corporate Information Management/Information Technology Strategy and will fundamentally change how Albertans interact with government departments.
- Improving the efficiency and cost effectiveness of the government's administrative services through a shared service model. The Alberta Corporate Service Centre Initiative (ACSC), a key administrative initiative, is committed to providing high-quality services in a cost-effective manner through innovation and the best use of resources.
- Supporting Albertans' access to information while protecting their privacy and improving information management.
- Eliminating unnecessary provincial regulations.

Effective and Efficient Infrastructure - Government Services uses technology to improve client communication, access, security, and service delivery. Information from the ministry's registry systems plays an important role in supporting program legislation and service delivery in other ministries, municipalities, and law enforcement agencies (e.g. vehicle inspection and driver education programs, survey and title searches for municipal assessment purposes, police checks of driver records, etc.).

Prosperous Economy - Our legislation protects buyers while creating a level playing field for sellers (e.g. *Fair Trading Act, Business Corporations Act, Cooperatives Act*, etc.). Our services promote a prosperous economy by registering Albertans' interests in newly acquired property (e.g. purchasing a vehicle or land, acquiring a loan, starting a business, etc.). Protection of Privacy services create a secure environment for consumers, which will help support the growth of e-commerce.

Safe Place to Live and Raise Families - Our consumer awareness and protection programs include educational, legislative, investigative and enforcement activities and are often targeted to those who are most vulnerable to fraud (e.g., seniors, youth, etc.). In addition, the Ministry's motor vehicle registry is a critical information resource for law enforcement agencies and also supports Alberta Transportation's *Traffic Safety Act* and related road and transportation safety initiatives.

Well Cared for and Healthy Children - Our registry systems support the maintenance enforcement program for children and their families. As well, registries such as Vital Statistics serve as an accurate record of Albertans' life events (e.g., birth records).

Our ministry is also committed to supporting key administrative initiatives such as the Corporate Human Resource Development Strategy and the Corporate Information Management/Information Technology Strategy. Our quality services are made possible by our staff, and we are committed to the long-term vision of a strong public service that is identified in the Corporate Human Resource Development Strategy. Specific action items for Human Resources and Information Technology are contained in separate plans.

Business Resumption Plans have recently been subject to additional scrutiny, and Government Services is committed to having an updated plan in place for the 2002/03 fiscal year.

MINISTRY CHALLENGES

A strong Alberta economy, rapid advancements in technology, and electronic commerce are challenging us to respond to an increasing number of complex consumer issues, as well as greater demands for our registration and licensing services.

More people are moving to our province, construction is increasing and new businesses are being established. While this brings prosperity, it also increases the need for our products and services. This has resulted in significant pressures on the computer systems that support the land titles, motor vehicles, and personal property registries. We rely on that technology to conduct business and serve Albertans. Re-investment is absolutely critical so we can maintain high client satisfaction rates, generate revenue, support law enforcement activities, and continue to ensure the security and integrity of personal information.

As the Government of Alberta moves towards common approaches to service delivery and access, it is important that our use of information technology is aligned with other government departments. We must ensure that we address client needs as well as consider business and technology drivers in developing our systems. To this end, we are working with Innovation and Science in the development and setting of standards, especially those pertaining to security.

Given recent world events, there is an increased focus on issues related to the security of data. We must continue to meet the challenge of balancing demands for enhanced security with the need to protect Albertans' privacy. This is demonstrated through the Ministry's efforts to design and implement a new driver's licence that is secure against fraud and counterfeiting, while protecting the personal information of Albertans.
The implementation of Alberta One Window as the provincial service delivery model is crucial to providing Albertans with convenient, timely, and secure access to government information, products, and services. This is a long-term strategic initiative that involves improving service, and will be implemented on a step-by-step basis.

ACSC is a relatively new service improvement initiative which continues to evolve towards its full potential. Clearly defined and understood service level agreements will facilitate the implementation of innovative service delivery processes. ACSC will continue to be challenged to deliver savings to the Government of Alberta as resources government-wide are reduced.

Finally, our ability to adequately fund many of the service improvement initiatives we see within our mandate is another challenge. Recognizing the fiscal limitations of the Government of Alberta and our spending target means that we must seek creative ways to secure resources wherever possible. We will continue to explore the feasibility of partnerships with the private sector and other levels of government.

VISION

Advanced delivery of government services for Albertans.

CLIENTS AND STAKEHOLDERS

Our services are delivered to both internal and external clients. Our primary external clients are Alberta consumers and businesses. We also work closely with industry groups, non-profit organizations, law enforcement agencies, external service providers, other government entities, and a network of registry agents across Alberta to explore ways to improve service delivery. Internal clients consist of all government departments who receive support services.

MISSION

Serving Albertans by providing effective access to government information and services, protecting privacy and promoting a fair marketplace.

CORE BUSINESSES

To achieve our mission, we engage in two core businesses:

- Support a fair and effective marketplace in Alberta by providing licensing and registry services, and promoting consumer protection.
- Lead service improvement initiatives on behalf of the Government of Alberta to improve Albertans' access to government, ensure protection of privacy and streamline common ministry program support processes.

SERVICE EXCELLENCE VALUES AND PRINCIPLES

We are a team of skilled, confident, and competent staff who deliver quality services for the benefit of our clients. To succeed in our mission, we embrace the following values and principles in our planning and day-to-day operations:

- **Voice of the Clients and Stakeholders.** We seek input from our clients and stakeholders regarding decisions that affect their personal and business activities. This ensures services are designed and delivered to meet their needs.
- **Accessibility.** Clients can access government information and services when they need to and in a manner of their choice. Alberta One Window is focused on enhancing this access.
- **Protection of Privacy and Access.** With the growth of technology and electronic service delivery, we understand that Albertans want governments at all levels to protect their personal information. We ensure that the services provided by the Government of Alberta and other stakeholders include a guarantee that privacy is protected and access to records is available in accordance with the *Freedom of Information and Protection of Privacy Act.*
- **Accountability.** We understand our scope of authority to make decisions and take responsibility. We set performance standards and measure the quality of our results. Quality management systems are in place for services we deliver directly or through external service providers.
- **Use of Technology.** Our organization depends on the effective use of technology to operate our business, communicate with our clients and stakeholders, and ensure security and confidentiality.
- **Partnership.** We recognize that effective and efficient service delivery can be achieved through partnership with the private sector and other government agencies. This approach helps to maximize our operational efficiency by sharing resources and reducing duplication and cost.
- **Innovation and Creativity.** Through effective leadership, we implement new ideas and work processes. Access to information and services is improved through a focus on continuous improvement and adoption of best practices.
- **Accuracy and Professionalism.** We provide timely and accurate information and services in a secure environment. Effective communications are based on respect, honesty, and integrity.
- **Human Resource Management.** We are respected for our knowledge and skills, and our effective implementation of public policy.

GOALS AND KEY RESULTS FOR CORE BUSINESSES

CORE BUSINESSES	GOALS	KEY RESULTS
1. Support a fair and effective marketplace in Alberta by providing licensing and registry services, and promoting consumer protection.	**Goal 1** - Efficient licensing and registration services. ◆ motor vehicle. ◆ land titles. ◆ other land-related. ◆ personal property. ◆ vital statistics. ◆ corporate registry. ◆ consumer business licenses.	◆ Quality information and services are accessible, secure, accurate, and reasonably priced. ◆ Legislation meets ever-changing needs.
	Goal 2 - Informed consumers and businesses, and a high standard of marketplace conduct.	◆ Strong legislative framework that supports a fair and growing marketplace. ◆ Legislation supports consumer and business confidence and contributes to a prosperous economy. ◆ Consumers and businesses are informed and empowered to help themselves.
2. Lead service improvement initiatives on behalf of the Government of Alberta to improve Albertans' access to government, ensure protection of privacy and streamline common ministry program support processes.	**Goal 3** - A service delivery environment that enables Albertans to access government information and services in a manner of their choice.	◆ Albertans exchange information and conduct transactions in a secure environment that protects their privacy and confidentiality. ◆ Albertans' service needs and expectations are addressed in a positive manner, based on choice, respect, and timeliness. ◆ Albertans are able to access services through different ministries, service delivery agents or channels using a single point of contact.
	Goal 4 - First class support services delivered to the Government of Alberta.	◆ Innovative and economical delivery of effective financial, administration, human resource, and information technology services that are responsive to the needs of departments.
	Goal 5 - Effective access to information and protection of privacy.	◆ *Freedom of Information and Protection of Privacy* legislation is effective and support is provided to those administering the Act. ◆ Alberta businesses are prepared for private sector privacy legislation. ◆ Information management framework and records management program assist ministries in managing their information resources.
	Goal 6 - Government regulations are simplified and reduced.	◆ Simplified and current regulations and processes. ◆ Elimination of unnecessary regulations.

STRATEGIES

Key results are identified for each goal to indicate what we expect to achieve. The strategies provide information on how we will achieve our goals and key results.

GOAL 1: EFFICIENT LICENSING AND REGISTRATION SERVICES.

KEY RESULTS	STRATEGIES
Quality information and services are accessible, secure, accurate, and reasonably priced.	◆ Continue effective management and delivery of the ministry's wide-range of services. (More than 12 million services are provided each year.) ◆ Maintain our systems to support ongoing business needs. ◆ Renew the land titles, motor vehicles and personal property systems to accommodate increasing service volumes, improve client access and convenience, and enable service delivery concepts for Alberta One Window. ◆ Continue to explore public and private sector partnerships to create opportunities for service improvements and cost reduction. ◆ Manage the ministry's comprehensive accountability framework, which includes best practices, performance standards, and customer satisfaction assessments. ◆ Use technology to enhance the security of licensing and registration processes and improve client access. ◆ Work with the Security Task Force as they review security considerations for a new drivers licence. ◆ Continue to analyze our costs of providing services and ensure our fees are appropriate. ◆ Commence implementation of motor vehicle information access standards.
Legislation meets ever-changing needs.	◆ Review and amend legislation such as the *Change of Name, Vital Statistics, Marriage Amendment Acts, Companies Amendment Act,* and *Business Corporations Amendment Act.* ◆ Investigate the need to develop legislation that will permit the creation of unlimited liability companies.

GOAL 2: INFORMED CONSUMERS AND BUSINESSES, AND A HIGH STANDARD OF MARKETPLACE CONDUCT.

KEY RESULTS	STRATEGIES
Strong legislative framework that supports a fair and growing marketplace.	◆ Review the following legislation: ◆ *Residential Tenancies Act.* ◆ *Fair Trading Amendment Act.* ◆ *Cemeteries and Funeral Services Amendment Acts.* ◆ Continue to work with other Canadian jurisdictions on consumer measures related to the Agreement on Internal Trade.
Legislation supports consumer and business confidence and contributes to a prosperous economy.	◆ Work with and support the operations of regulatory agencies that administer provincial legislation in specific market sectors (i.e., Real Estate Council of Alberta, Alberta Funeral Services Regulatory Board, Alberta Motor Vehicle Industry Council, and Credit Counselling Services of Alberta). ◆ Investigate marketplace practices and take appropriate enforcement action as required. ◆ Monitor the marketplace to anticipate and respond to changing conditions. This includes conducting periodic inspections of regulated businesses. ◆ Continue to improve cooperative enforcement and consumer protection nationally and internationally (e.g. Agreement on Internal Trade, reciprocal agreements, expanded use of the CANSHARE database, membership in the National Association of Consumer Agency Administrators). ◆ Continue to implement an investigative strategy and performance standards, including a focus on the most serious violations (e.g. trade practices, time-shares, loan brokers, collection practices, and residential tenancies).
Consumers and businesses are informed and empowered to help themselves.	◆ Maintain a provincial Call Centre to respond to Albertans' requests for information on marketplace issues. ◆ Provide effective, accessible, and plain language information about marketplace legislation to consumers and businesses. ◆ Partner with government, consumer groups, and business associations to improve consumer education and marketplace awareness through the media and other means.

GOAL 3: A SERVICE DELIVERY ENVIRONMENT THAT ENABLES ALBERTANS TO ACCESS GOVERNMENT INFORMATION AND SERVICES IN A MANNER OF THEIR CHOICE.

KEY RESULTS	STRATEGIES
Albertans exchange information and conduct transactions in a secure environment that protects their privacy and confidentiality.	◆ Ensure all Alberta One Window projects meet Government of Alberta privacy and security requirements. ◆ Implement the Alberta One Window accountability framework within all departments. ◆ Collaborate with Innovation and Science to develop a proposal for a common authentication scheme that allows individuals to conduct transactions or exchange personal information in a secure environment.
Albertans' service needs and expectations are addressed in a positive manner, based on choice, respect, and timeliness.	◆ Prepare ministry staff to use the Alberta One Window website as a key source of information in providing service to Albertans. ◆ Ensure Albertans are aware of Alberta One Window. ◆ Provide Albertans with access to additional information and transactions through the Alberta One Window website and call centre. ◆ Implement service standards for Alberta One Window delivery channels. ◆ Implement customer feedback processes to ensure services meet Albertans' needs.
Albertans are able to access service through different ministries, service delivery agents or channels using a single point of contact.	◆ Commence implementation of the call centre integration strategy. ◆ Implement processes to ensure Albertans receive consistent information and seamless service through the integrated Alberta One Window call centre and web environment. ◆ Develop an Alberta One Window over-the-counter service integration strategy.

GOAL 4: FIRST CLASS SUPPORT SERVICES DELIVERED TO THE GOVERNMENT OF ALBERTA.

KEY RESULTS	STRATEGIES
Innovative and economical delivery of effective financial, administration, human resource and information technology services that are responsive to the needs of departments.	◆ Continue to collaborate with the Councils of Human Resource Directors, Senior Financial Officers, Chief Information Officers, and Administration Services to maintain cross-government service standards. ◆ Determine resources required to meet the needs of ministries, including their associated agencies, boards and commissions, and develop related service level agreements. ◆ Identify best practices and implement new or improved processes. ◆ Manage the change process, internally and externally, through training, communicating, and partnering. ◆ Deliver, monitor, and evaluate the effectiveness, efficiency, and economy of service delivery.

GOAL 5: EFFECTIVE ACCESS TO INFORMATION AND PROTECTION OF PRIVACY.

KEY RESULTS	STRATEGIES
Freedom of Information and Protection of Privacy legislation is effective and support is provided to those administering the Act.	◆ Provide support to the select special committee of the Legislative Assembly as it conducts its review of the *Freedom of Information and Protection of Privacy Act* (FOIP). ◆ Promote the effective application and a greater understanding of FOIP by providing advisory services and training and promoting cross-ministry co-ordination.
Alberta businesses are prepared for private sector privacy legislation.	◆ Develop a strategy to implement private sector privacy legislation in Alberta.
Information management framework and records management program assist ministries in managing their information resources.	◆ With Innovation & Science, begin implementation of the recommendations for the Information Management Framework for Government (e.g., policies/standards for electronic records). ◆ Work with other ministry partners to develop an information management training program. ◆ Promote effective records management in the government by providing a comprehensive records management program, including standards and best practices, advisory services, training and promoting coordination between ministries, ACSC and the Provincial Archives. ◆ Through the Alberta Records Management Committee, approve schedules for ministry records retention and disposition.

GOAL 6: GOVERNMENT REGULATIONS ARE SIMPLIFIED AND REDUCED.

KEY RESULTS	STRATEGIES
◆ Simplified and current regulations and processes. ◆ Elimination of unnecessary regulations.	◆ Monitor and report on the periodic review of all provincial government regulations. ◆ Review Government Services' regulations on an ongoing basis and recommend changes to reduce regulatory cost and complexity as well as eliminate duplication.

PERFORMANCE MEASURES

GOAL	PERFORMANCE MEASURE	SOURCE	HISTORICAL	TARGET
Goal 1: Efficient licencing and registration services.	Percentage of ministry Call Centre clients who are "satisfied overall" with the quality of service provided to them.	External research company.	◆ 2000/01: 77% (baseline). ◆ 2001/02: 80%.*	80%.
	Percentage of customers who are "satisfied overall" with services provided by the Registry Agents, Registries On-line Services, and Land Titles Office.	External research company.	**2000/01** ◆ Registry Agents: 94%. ◆ Registries On-line: 87%. ◆ Land Titles: 91%. **2001/02*** ◆ Registry Agents: 88%. ◆ Registries On-line: 93%. ◆ Land Titles: 87%.	85% for all categories.
	Comparison of Alberta's fees to other jurisdictions on the following items: ◆ Annual registration fee for a Ford Taurus sedan. ◆ Annual cost for a driver's licence. ◆ Registration costs associated with purchasing $150,000 house with a $140,000 mortgage. ◆ Cost for a collection agency licence. ◆ Cost for a pre-paid contractor's licence. ◆ Cost for a direct selling licence.	Internal data collection.	Based on 2001/02 survey:* ◆ Alberta is 26% below national average for a vehicle registration renewal. ◆ Alberta is 44% below national average for a driver's licence renewal. ◆ No other historical data is currently available.	Alberta fees are competitive with the national standards.

---

* This historical data is based on preliminary, year-to-date information for 2001/02. Please note that these figures are subject to change in the final Annual Report for 2001/02.

GOAL	PERFORMANCE MEASURE	SOURCE	HISTORICAL	TARGET
Goal 2: Informed consumers and businesses and a high standard of marketplace conduct.	Percentage of ministry Call Centre clients who are "satisfied overall" with the quality of service provided to them.	External research company.	◆ 2000/01: 77% (baseline). ◆ 2001/02: 81%*.	80%.
	Percentage of clients who are "satisfied overall" with the quality of investigative services provided to them.	External research company.	◆ 2000/01: 87%. ◆ 2001/02: 86%.*	87%.
	Extent of telemarketing fraud as measured by: ◆ Number of fraud attempts by telemarketing organizations. ◆ Number of telemarketing fraud victims. ◆ Amount of dollars lost by clients to telemarketing fraud.	Phonebusters (a national organization that monitors telemarketing fraud).	**1999** ◆ 403 attempts. ◆ 179 victims. ◆ $724,000 lost. **2000** ◆ 224 attempts. ◆ 110 victims. ◆ $391,000. **2001*** ◆ 41 attempts. ◆ 12 victims. ◆ $53,922.	20% reduction in all categories.
	Percentage of clients receiving consumer tip sheets who are "satisfied" with the overall quality of the information.	Methodology to be determined.	No historical data is currently available.	Will be set after baselines established (available in early 2002).
Goal 3: A service environment that enables Albertans to access government services in a manner of their choice.	◆ Number of additional information-based services offered to citizens and businesses through Alberta One Window. ◆ Number of additional transactional services offered to citizens and businesses through Alberta One Window. ◆ Percentage of Albertans accessing services through Alberta One Window have a positive service experience.	Internal project records and data collection. External research company for customer survey.	As of Dec, 2001: ◆ 400 information based services. ◆ 8 transactional based services. ◆ No historical data is currently available for customer survey.	◆ Number of information-based services: 50 additional Services. ◆ Number of transactional-based services: 15 additional services. ◆ Positive service experience with Alberta One Window: 90%.

---

* This historical data is based on preliminary, year-to-date information for 2001/02. Please note that these figures are subject to change in the final Annual Report for 2001/02.

GOAL	PERFORMANCE MEASURE	SOURCE	HISTORICAL	TARGET
Goal 4: First-class support services delivered to the Government of Alberta.	Percentage of customers satisfied overall with services.	To be determined.	No historical data is currently available.	Target will be set after baselines are established.
	Projected gross operating savings are achieved.	Internal tracking system.	• 2000/01: $10.4 million. • 2001/02: $6 million.*	• 2002/03: $4.2 million.
	Percentage of performance targets in service level agreements that are met.	Internal tracking system.	No historical data is currently available.	75% of performance targets achieved.
	Percentage of the business processes reviewed and re-engineered (approximately 200 in total).	Internal tracking system.	• 2001/02: 75%.*	• 2002/03: 75% • 2003/04: 100%.
Goal 5: Effective access to information and protection of privacy.	Percentage of FOIP requests completed by government public bodies within 60 days or less.	Internal tracking system.	• 1999/00: 95%. • 2000/01: 93%.	92%.
	Percentage of FOIP requests handled without complaint to the Information and Privacy Commissioner.	Internal tracking system and data from the Office of the Information and Privacy Commissioner.	• 1999/00: 94%. • 2000/01: 95%.	95%.
	Percentage of customers satisfied with the quality of services provided.	To be determined.	No historical data is currently available.	Target will be set after baselines established.
Goal 6: Government regulations are simplified and reduced.	Percentage of government regulations in existence prior to January 1st, 1996 that are reviewed.	Status reports maintained by the Regulatory Review Secretariat.	970 of the 1,197 regulations enacted prior to January 1, 1996 have been reviewed.*	100% of remaining regulations are reviewed by March 2003 (i.e., 227).
	Percentage of Ministry's regulations that are reviewed as per expiry dates.	Internal regulatory tracking system.	• 1999: 22. • 2000: 15. • 2001: 4.*	100% of regulations will be reviewed before their expiry dates. 2001/02: 4. 2002/03: 7. 2003/04: 8.

---

* This historical data is based on preliminary, year-to-date information for 2001/02. Please note that these figures are subject to change in the final Annual Report for 2001/02.

Expense by Core Business

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Core Business						
Consumer and Registry Services:						
- *Fair and Effective Market Place*	8,190	9,102	8,899	8,359	8,409	8,409
- Licensing and Registration	38,312	38,095	38,427	45,457	47,131	49,033
Service Improvement Initiatives:						
- One Window Gateway	1,013	925	907	972	972	972
- Government Support	2,414	2,530	2,427	2,320	2,320	2,320
- Alberta Corporate Service Centre	2,973	130,410	148,764	153,342	153,342	153,342
MINISTRY EXPENSE	52,902	181,062	199,424	210,450	212,174	214,076

Ministry Statement of Operations

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Premiums, Fees and Licences	254,253	255,178	262,615	305,078	326,044	332,009
Other Revenue	2,277	129,818	148,307	152,722	152,718	152,715
MINISTRY REVENUE	256,530	384,996	410,922	457,800	478,762	484,724
EXPENSE						
Program						
Ministry Support Services	18,285	20,146	21,001	21,964	21,964	21,964
Licensing, Registry and Consumer Services	29,377	28,413	27,622	33,341	35,065	36,967
Alberta One Window	601	509	504	531	531	531
Government Support Services	2,030	2,007	1,909	1,815	1,815	1,815
Alberta Corporate Service Centre	1,997	129,587	147,271	152,250	152,250	152,250
Statutory Programs and Valuation Adjustments	612	400	1,117	549	549	549
MINISTRY EXPENSE	52,902	181,062	199,424	210,450	212,174	214,076
Gain/(Loss) on Disposal	-	-	-	-	-	-
NET OPERATING RESULT	203,628	203,934	211,498	247,350	266,588	270,648

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	256,530	384,996	410,922	457,800	478,762	484,724
Inter-ministry consolidation adjustments	(1,997)	(129,587)	(147,433)	(151,955)	(151,955)	(151,955)
Consolidated Revenue	254,533	255,409	263,489	305,845	326,807	332,769
Ministry Program Expense	52,902	181,062	199,424	210,450	212,174	214,076
Inter-ministry consolidation adjustments	(1,997)	(129,587)	(147,433)	(151,955)	(151,955)	(151,955)
Consolidated Program Expense	**50,905**	**51,475**	**51,991**	**58,495**	**60,219**	**62,121**
Gain/(Loss) on Disposal	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	203,628	203,934	211,498	247,350	266,588	270,648

Health and Wellness

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 26, 2002 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

Gary G. Mar

Gary Mar, *Minister of Health and Wellness*
February 27, 2002

INTRODUCTION

The Ministry of Health and Wellness is pleased to present our Business Plan for the three year period ending March 31, 2005. This business plan is a record of changes and improvements anticipated in the three years ahead, rather than an exhaustive inventory of all activities essential to the operation of the Ministry and our public health system.

The Ministry comprises the department of Health and Wellness and the Alberta Alcohol and Drug Abuse Commission (AADAC). Our two core businesses, four goals and associated strategies encompass the activities of both the department and AADAC. More detailed information about the strategies and performance measures for AADAC is found in its Business Plan. The financial information for the department and AADAC is consolidated in the attached income statement.

A vision for today's provincial health system is presented in this plan. From this vision, goals and strategic directions emerge which can serve to stimulate dialogue among the public and stakeholders in search of a shared, collaboratively derived approach to establishing a sustainable, public system for the future.

The 2002-03 Annual Report for Alberta Health and Wellness will report the progress made on the commitments contained in the Business Plan.

For reference, a detailed description of how the health system in Alberta works today can be found on a fact card titled *"How Alberta's Health System Works "* (December, 2001).

VISION

The **vision** of Alberta Health and Wellness is

> *"Citizens of a healthy Alberta achieve optimal health and wellness."*

The Government of Alberta's vision for the province is

> *"A vibrant and prosperous province where Albertans enjoy a superior quality of life and are confident about the future for themselves and their children."*

The health and wellness of a population is determined by factors such as education, employment, income and the environment, in addition to access to quality health services. Healthy public policy across government seeks to ensure that Albertans are able and encouraged to realize their full health potential in a safe environment with appropriate income, housing, nutrition and education, and to play a valued role in family, work and their community. Alberta Health and Wellness contributes to that effort by ensuring Albertans have equitable access to affordable and appropriate health and wellness services of high quality when they need them. The achievement of this vision also requires individuals to take responsibility for health in their communities. Partners with Albertans in this collaborative effort include not only the Ministry and providers of health services, but also other Ministries, other levels of government and the private sector. An effective collaboration is reflected in the slogan: "Healthy Albertans in a healthy Alberta."

ISSUES AND CHALLENGES

Publicly funded health services are organized and delivered to meet the priority needs of Albertans. Those needs, and the ways in which they can be best met, keep changing and the system is challenged to adapt. The major forces of change are:

DEMOGRAPHICS

- Alberta's population is increasing and ageing
- As a consequence, demands on the health system and on informal caregivers continue to increase
- As the health workforce ages, skill shortages are predicted to occur in key health professions

TECHNOLOGY

- Advancements change our perceptions about what services can or should be delivered by whom and how. New technologies include new procedures, drugs, diagnostic tools and treatment equipment, and improved communication (for example, Telehealth and We//net)
- With these advancements come associated costs for financing and training

RISING EXPECTATIONS IN A KNOWLEDGE SOCIETY

- Albertans are well educated and will increasingly want to be informed about their health and wellness choices and decisions
- New high profile technology improves the capacity to meet needs and raises public expectations for access
- Realigning priorities and reallocating resources are a constant challenge

The major challenge is sustaining the population's optimal health and wellness over time

- The increasing costs of drugs, technology and salaries, along with higher utilization, cause the total cost of the service delivery system to rise faster than the combined effects of population growth and inflation
- New ways of achieving the same or better health outcomes, including system redesign and a greater focus on prevention, are constantly being sought so that overall costs can be kept within the capacity of available funding, while continuing to ensure accessibility, quality and accountability

VALUES, MISSION AND CORE BUSINESSES

Like all Canadians, Albertans highly value their public health care system and the principles upon which it was founded, as described in the *Canada Health Act*:

- accessibility - medically necessary physician and hospital services are available without user fees, extra billing or other barriers to reasonable access
- comprehensiveness - all medically necessary physician and hospital services are insured
- portability - Canadians are covered for insured services received in another province or territory
- public administration - insurance plan is operated on a non-profit basis by a public authority
- universality - all Canadians are entitled to public health insurance for medically necessary hospital and physician services

In addition to these principles, the Ministry of Health and Wellness is committed to the following:

- Alberta's health system demonstrates excellence - high standards and best practices are achieved through research, education and information
- Alberta's health system provides for equitable access by all Albertans to a comprehensive range of integrated health services
- Alberta's health system provides quality services and effective outcomes
- Alberta's health system builds on shared responsibility and decision-making among users and providers
- Alberta's health system ensures accountability at all levels for outcomes
- Alberta's health system is cost-effective and sustainable in the long term

The **mission** of the Ministry is...

> *"to maintain and improve the health and wellness of Albertans by leading and working collaboratively with citizens and stakeholders."*

Across the health system, collaboration with Albertans and stakeholders is essential to realize intended outcomes. Feedback from the Health Summit and Future Summit continues to influence the Ministry's business plan. As well, Health and Wellness works with many other Ministries to address issues which influence health and health services delivery.

To achieve our mission, the Ministry engages in two **core businesses:**

1. **lead and support a system for the delivery of quality health services**

   For Albertans who are medically fragile, injured or ill, or who may need diagnosis, treatment or support, a system of quality health services is in place to meet their needs. While the responsibility for delivering those services rests with health authorities, agencies and individual practitioners, the Ministry demonstrates leadership in setting direction, policy and provincial standards which ensure quality services. Key Ministry roles are to set priorities based on health needs, determine the scope of financial, capital and human resources required, and measure and report on the performance of the system.

2. **encourage and support healthy living**

   A primary focus of the health system is to support and encourage the wellness and health of Albertans, not just to diagnose and treat the ill and injured. Health promotion and protection programs, along with disease and injury prevention programs, address risks to health where knowledge or early intervention can make a difference. Through health authorities and provincial agencies, programs for the promotion of wellness, as well as the prevention of disease and injury, enable Albertans to make informed decisions about their health. In acknowledgement of the wide array of factors that have an impact on health, the Ministry is engaged in cross-ministry initiatives to effectively address challenges to the health and wellness of the population.

The proposed expenditures for Alberta Health and Wellness for the three year period have been allocated between the two core businesses, as well as identified by program in the Statement of Operations.

Alberta Health and Wellness welcomes the opportunity to lead the cross-ministry Health Sustainability Initiative in 2002/2003 by developing, in partnership with Alberta Seniors and Alberta Finance, a government-wide strategic framework to enhance the sustainability of the health care system into the future. Acknowledging the importance of health and health services to Albertans, government ministries will strengthen collaboration, integration and co-ordination among themselves and among stakeholders in the interest of the population's health.

LINKAGES TO GOVERNMENT CORE BUSINESSES AND GOALS

GOVERNMENT CORE BUSINESSES

People...
helping people to be self-reliant, capable and caring through: a healthy society and accessible health care, basic support and protection for those in need, supportive families and compassionate communities

Prosperity...
promoting prosperity for Alberta through: highly skilled and a productive workforce, new ideas, innovation and research, an open and accountable government that lives within its means

Preservation...
preserving the Alberta tradition of:
- a clean environment
- strong communities
- pride in Alberta, and
- strength within Canada

▼

Government Goals relating to health

Albertans will be healthy.
Our children will be well cared for, safe, successful at learning and healthy.
Albertans will be independent.
Albertans unable to provide for their basic needs will receive help.
Alberta's workforce will be skilled and productive.
Alberta will have effective and efficient infrastructure.
The well-being and self-reliance of Aboriginal people will be comparable to that of other Albertans.
Alberta will have a financially stable, open and accountable government.
The high quality of Alberta's environment will be maintained or enhanced.
Alberta will work with other governments and maintain its strong position in Canada.

▼

Goals for Alberta Health and Wellness

To sustain and improve the delivery of accessible, effective, quality health services to Albertans who need them. *(Core business #1)*
To improve the health and wellness of Albertans through provincial strategies for protection, promotion and prevention. *(Core business #2)*
To support and promote a system for health. *(Core businesses #1 & 2)*
To optimize the effectiveness of the Ministry. *(Core businesses #1 &2)*

GOALS AND STRATEGIES

GOAL 1: TO SUSTAIN AND IMPROVE THE DELIVERY OF ACCESSIBLE, EFFECTIVE, QUALITY HEALTH SERVICES TO ALBERTANS WHO NEED THEM.

The responsibility for service delivery rests primarily with health authorities and individual practitioners. Continuous improvement and innovation ensure the delivery of health services which address the needs of Albertans, meet high standards of quality, and achieve positive health and wellness results. To ensure accessibility, and the optimal utilization of health professionals, the Ministry collaborates closely with health authorities, agencies and other stakeholders. The Ministry also works with health authorities to ensure appropriate investment and management of provincial resources through review and approval of business plans and capital plans. Registration of Albertans for health care insurance and operation of the payment system for health practitioners, aids to daily living suppliers, ambulance operators and other services are administered by the Ministry.

KEY PERFORMANCE MEASURES

1.A Waitlist and/or waiting times for joint replacement, heart surgery, cancer therapy, MRI and long term care.

a. hip or knee replacement	**Target:** 4 months (2002)
b. heart surgery, angioplasty	**Target:** 1 to 6 weeks depending on urgency (2002)
c. cancer radiation therapy (breast, prostate)	**Target:** 4 weeks (2002)
d. MRI	**Target:** decreased wait list (2002)
e. long-term care facility admission	**Target:** decreased wait list (2003)

1.B Ratings of ease of access to health services

Per cent of Albertans reporting access to service is 'easy' or 'very easy'.
Target: 75%(2002); 80%(2004)

1.C Ratings of quality of care received

Per cent who report that quality of care personally received is 'excellent' or 'good'.
Target: Overall quality of care 90% (2003);
Hospital quality of care 85% (2003)

1.D Per cent of persons, who have received a service, who are satisfied with the way the service was provided.

Target: 90% (2003)

STRATEGIES

1.1 Implement government directions arising from the review of recommendations of the Premier's Advisory Council on Health.
1.2 Implement new models of health service delivery, including primary health care, to ensure an integrated, sustainable system with an emphasis on promotion and wellness.
1.3 Establish an Expert Panel to review the scope of publicly-funded services.
1.4 Ensure customer access to selected services (90 day guarantee, internet posting of wait times, and centralized booking).
1.5 Maintain access to certain province-wide or essential services (such as dialysis, imaging services, mental health) and actively monitor waiting lists.
1.6 Initiate and implement key policy directions resulting from recommendations of the Long Term Care Review.
1.7 Work with the Alberta Medical Association and health authorities to better align physician services with regional health service delivery processes, reform physician compensation through implementation of alternate payment plans.
1.8 Implement government directions flowing from the MLA Review of Ambulance Service Delivery.

continued next page . . .

STRATEGIES

continued

1.9 Develop policies, guidelines and resource materials to protect the individual's privacy while enabling access to information where appropriate.

1.10 Further develop frameworks based on population needs to ensure equitable resource allocation and responsive policy development processes (such as population-based funding, economic forecasting models).

1.11 Support a province-wide system of addiction prevention, treatment and information services through the Alberta Alcohol and Drug Abuse Commission (AADAC).

1.12 Ensure reasonable access and appropriate use of prescription drugs through a comprehensive review of all drugs prior to their inclusion on the formulary.

1.13 Expand Telehealth in collaboration with health authorities and health providers.

1.14 Enable health professionals (nurse practitioners, licensed practical nurses, pharmacists, etc.) to work to their full scope of practice through removal of legislative barriers and implementation of the *Health Professions Act*.

1.15 Enhance operational systems and processes for quality assurance of provincial public health laboratory services.

1.16 Work with health authorities on the development of strategies for enhanced inter-regional collaboration and service contracting among health authorities, through the Committee on Collaboration and Innovation.

GOAL 2: TO IMPROVE THE HEALTH AND WELLNESS OF ALBERTANS THROUGH PROVINCIAL STRATEGIES FOR PROTECTION, PROMOTION AND PREVENTION.

The health and wellness of individuals is determined by a number of factors. Key factors include genetic endowment, early childhood development, education, environment and employment status, as well as personal decisions about lifestyle behaviours. Promotion, protection and prevention services provide supports to the population at large in their pursuit of health. These services include major prevention strategies aimed at tuberculosis, HIV and other blood-borne pathogens, sexually transmitted diseases, vaccine preventable diseases, as well as injury and selected chronic diseases such as diabetes. With access to accurate and timely information, Albertans can make wise choices, whether in the prevention of disease or injury, or in safeguarding their own health, wellness and quality of life. Staying healthy should be a priority for all Albertans.

KEY PERFORMANCE MEASURES

2.A Self-reported health status
Per cent reporting 'excellent, very good or good' (age 18-64);
'excellent, very good or good' (age 65+).
Target: age 18 - 64, 90% (2003); age 65+, 80% (2003)

2.B Mortality rates for injury and suicide
Age standardized mortality rates due to injury and suicide per 100,000 people.
Target: injury, 45 (2002); suicide, 13 (2002)

2.C Screening rate for breast cancer
Per cent of women age 50 - 69 receiving mammogram every two years.
Target: 75% screened (2003)

2.D Childhood immunization coverage rates
Per cent of two-year old children who have received the recommended immunizations.
Target: DPT - 98%* (2002); MMR - 98%* (2002)

2.E Per cent of Albertans who do not smoke - Non-smoking rate.
Target: 75% (2002)

* national target for immunization coverage

STRATEGIES

2.1 Establish ten year objectives and targets for key health issues in Alberta (for example, obesity, diabetes, chronic heart and lung disease, accidental injury).
2.2 Provide information about key health issues and their determinants, and the health status of Albertans, in the context of a comprehensive promotion and prevention framework.
2.3 Monitor and evaluate provincial population-based screening programs for cervical cancer and newborn metabolic conditions, and implement the provincial breast cancer screening program.
2.4 Conduct ongoing population and laboratory-based surveillance to strategically address issues such as chronic and communicable disease management.
2.5 Address potential public health threats related to conditions and contaminants in air, water and food including interdepartmental initiatives for safe drinking water and climate change adaptation.
2.6 Expand and support initiatives to reduce the use of tobacco products by Albertans, with an emphasis on youth, under the leadership of AADAC.
2.7 Implement a long-range immunization plan in the context of a national strategy.
2.8 Collaborate with partners in the monitoring and evaluation of injury and suicide prevention initiatives.
2.9 Implement a provincial diabetes prevention strategy.
2.10 Develop an Alberta plan for emergency preparedness and response to chemical, biological, radiological and nuclear (CBRN) threats to public health in conjunction with federal/provincial/territorial partners.
2.11 Support implementation of a framework for healthy ageing with a particular focus on housing and support/care services.

GOAL 3: TO SUPPORT AND PROMOTE A SYSTEM FOR HEALTH.

The health system is complex. With numerous stakeholders involved in the process of organising and delivering services to citizens, it is a continuous challenge to ensure their efforts are effectively co-ordinated. Towards this end, effective communication, accountability and information systems are essential, as is leadership in addressing emerging system-wide challenges. Ensuring the sustainability of the publicly funded system for health, and the confidentiality of Albertans' health information, are two such challenges.

KEY PERFORMANCE MEASURES

3.A Per cent of the public who rate their knowledge of health services available as 'excellent' or 'good'.
Target: 70% (2003)

3.B Per cent of stakeholders reporting easy access to information.
Target: Improvement (2003)

STRATEGIES

3.1 Establish more clearly, the accountability for health authorities and health providers for service provision, governance and management, and improve business planning and accountability mechanisms with the introduction of multi-year performance contracts and targets.
3.2 Develop a comprehensive health workforce plan in collaboration with the health authorities and other partners, aimed at improving human resource planning and workforce utilization, and ensure its integration with health authority business planning.
3.3 Implement an electronic health record for Albertans to facilitate provider and client access to health information (medication profiles, laboratory tests) in conjunction with alberta we//net.
3.4 Ensure the integration of mental health services into health regions.
3.5 Co-chair the process for co-ordinating Federal/Provincial/Territorial initiatives and collaborative inter- and intra-provincial ventures.
3.6 Expand the mandate of the existing Health Services Utilization Commission to establish the Health Services Utilization and Outcomes Commission, which will assess utilization and outcomes and report regularly to Albertans.
3.7 Disseminate health system performance information.

continued next page . . .

STRATEGIES

continued

3.8 Develop and promote a department and system-wide understanding and commitment to sustainability as a shared challenge.
3.9 Support the implementation of provincial information security policies and procedures in support of Health Information Act (HIA) and the Freedom of Information and Privacy Protection Act (FOIPP).
3.10 Plan for the efficient and effective utilization, maintenance, upgrading and replacement of health facilities in the province.
3.11 Support evidence-based decision-making through research and evaluation.
3.12 Establish province-wide standards for information technology, in conjunction with the Alberta Government Chief Information Officer.
3.13 Establish a long-term funding approach to support the development of information technology systems.
3.14 Support the MLA Task Force on Health Funding and Revenue Generation in examining health funding and new revenue options.
3.15 Identify and address barriers to cost-effectiveness and revenue generation in health authorities.

GOAL 4: TO OPTIMIZE THE EFFECTIVENESS OF THE MINISTRY.

To be as effective and efficient as possible in the service of its mission, the Ministry must keep pace with new knowledge and use its human, financial and technological resources in an optimal fashion. Internally, the Ministry must foster the culture of a learning organization. Externally, the Ministry commits to collaboration with key stakeholders and particularly other government departments in support of cross-government initiatives.

KEY PERFORMANCE MEASURES

4.A Per cent of Albertans reporting their inquiries to the department were handled satisfactorily.
Target: 85% (2003)

4.B Per cent of staff who say they understand how their work contributes to the success of the Ministry.
Target: 80% (2002)

4.C Satisfaction rating among other Ministries with Alberta Health and Wellness' contribution to cross-ministry initiatives.
Target: maintain 86% (2002)

STRATEGIES

4.1 Lead the Health Sustainability cross-ministry initiative in collaboration with Alberta Finance and Alberta Seniors, and identify and assess options for cost containment and cost recovery.
4.2 Implement a new approach to information management which include standardized definitions and performance metrics across all applications.
4.3 Implement an inclusive annual planning process from the strategic to the operational that provides opportunities for input from department staff and stakeholders as appropriate.
4.4 Contribute to the government response to the Impact of Ageing study, and the cross-ministry initiative on behalf of seniors.
4.5 Participate in collaborative initiatives with other Ministries under the Alberta Children and Youth Initiative (such as the early childhood development initiative).
4.6 Collaborate with partners to achieve the objectives of the Aboriginal Policy Initiative and the Aboriginal Health Strategy to improve the health status and well-being of aboriginal people.
4.7 Participate in the implementation of various cross-ministry initiatives including the Corporate Information Management/Information Technology Strategy, and the Alberta Corporate Service Centre Initiative.

continued next page . . .

STRATEGIES

continued

4.8 Identify the information needs of Albertans and ensure website links to improve public access to credible health information.

4.9 Maintain a plan for the resumption of business in the event of a public crisis, in close collaboration with Alberta Municipal Affairs.

Note: Alberta Health and Wellness collects a wide range of statistical information about the health of Albertans and the performance of our health system. From this wide array of information, the Ministry selects its **key performance measures**. Additional information about the health of Albertans and health system performance is reported in numerous publications, including: the *Ministry Annual Report*, *Measuring Up*, *Health Trends*, the *Report on the Health of Albertans*, the *Alberta Health Care Insurance Plan Statistical Supplement*, and the annual report on *Province-Wide Services*. Many factors and influences external to the Ministry will have an impact on the performance of the health system for which measures are included in this plan.

ALBERTA ALCOHOL AND DRUG ABUSE COMMISSION (AADAC)

The Alberta Alcohol and Drug Abuse Commission (AADAC) is mandated by the *Alcohol and Drug Abuse Act* to operate and fund services addressing alcohol, other drug and gambling problems, and to conduct related research.

AADAC is a Crown agency of the Government of Alberta governed by a Board of up to twelve Commissioners appointed by the Lieutenant Governor in Council. The Chair is a Member of the Legislative Assembly. The Commission Board provides policy direction for the agency and reports to the Minister of Health and Wellness. AADAC's goals and strategies are linked to the government's core businesses through Alberta Health and Wellness' Business Plan, Goals 1 and 2, Strategies 1.11 and 2.6 respectively.

VISION

"Making a difference in people's lives by leading to an addiction free future."

MISSION

"To assist Albertans in achieving freedom from the abuse of alcohol, other drugs and gambling."

CORE BUSINESSES, GOALS AND MEASURES

CORE BUSINESS 1: PREVENTION

AADAC provides programs and services that increase the capacity of individuals, families, and communities to effectively address potential problems relating to alcohol, other drugs and gambling. Prevention aims to increase protective factors and reduce risk factors clearly associated with the development of addiction. Prevention services include early intervention, community-based education, and training. Services are delivered through a network of AADAC Area Offices and community-based funded programs located throughout the province.

GOAL 1: To prevent the development of alcohol, other drug, and gambling problems through planned actions that impact targeted populations and their immediate support systems.
(links to AHW Core Business #2)

OUTCOME	PERFORMANCE MEASURE	TARGET
1.a Clients experience reasonable access to prevention services.	◆ per cent of clients who report "no difficulty" accessing prevention services.	95%
1.b Clients are satisfied with prevention services.	◆ per cent of clients who report being "somewhat satisfied" or "very satisfied" with prevention services.	95%

CORE BUSINESS 2: TREATMENT

AADAC provides programs and services that help people improve or recover from the harmful effects of alcohol, other drug and gambling problems. Services include community-based outpatient counselling and day programs as well as residential treatment services that provide a structured environment to assist dependent clients in their recovery from addictions. Crisis services include detoxification, counselling on an emergency basis, referral, and over-night shelter. A Gambling Help Line and AADAC Help Line are available toll-free province-wide. Specialized programs are available for youth, women, Aboriginal peoples, business and industry referrals, and those with opiate dependency.

GOAL 2: To provide treatment services that assist Albertans to improve or recover from the harmful effects of alcohol, other drug and gambling problems.
(links to AHW Core Business #1)

OUTCOME	PERFORMANCE MEASURE	TARGET
2.a Clients experience reasonable access to treatment services.	◆ Per cent of clients who report "no difficulty" accessing treatment services.	90%
2.b Clients are satisfied with treatment services.	◆ Per cent of clients who report being "somewhat satisfied" or "very satisfied" with treatment services.	95%
2.c Clients achieve abstinence or improved level of recovery.	◆ Per cent of clients that report they were "abstinent" or "improved" three months after treatment.	90%

CORE BUSINESS 3: INFORMATION

AADAC provides services that inform Albertans about alcohol, other drug and gambling problems, and AADAC services. Albertans and other stakeholders are provided with current evidenced-based information on issues, emerging trends, research and performance measurement regarding addictions. Publications, videos and posters on AADAC's programs and services are available through AADAC offices and clinics and are also accessible through AADAC's website at www.aadac.com.

GOAL 3: To provide evidence-based information about alcohol, other drug and gambling problems, and inform Albertans about AADAC's programs and services.
(links to AHW Core Businesses #1 and #2)

OUTCOME	PERFORMANCE MEASURE	TARGET
3.a Albertans are informed about addictions and AADAC's services.	◆ Number of hits on AADAC websites.	◆ 5% increase above 2000-01 baseline
	◆ Number of calls to province-wide toll-free help lines.	◆ 5% increase above 2000-01 baseline

STRATEGIES

AADAC's strategies and planned actions for 2002-05 are integrated across core businesses and support the achievement of AADAC's three business goals.

STRATEGY 1.0 Address substance abuse and problem gambling needs of Albertans through the delivery of sustainable prevention, treatment and information services.

Major Planned Actions

1.1 Maintain service levels in core businesses with a continued emphasis on community-based development and delivery.
1.2 Continue to collaborate with the Gaming Ministry and other stakeholders to increase awareness of problem gambling, access to gambling addiction programs, and gaming research.
1.3 Continue to collaborate with the Alberta Mental Health Board and Regional Health Authorities to improve client services.
1.4 Coordinate the provincial tobacco reduction strategy.

STRATEGY 2.0 Participate in key cross-government initiatives in a manner appropriate to AADAC's mandate and resources.

Major Planned Actions

2.1 Contribute as a core partner of the Health Sustainability Initiative.
2.2 Contribute to the implementation of the Aboriginal Policy Initiative to improve the well being and self-reliance of Aboriginal Albertans.
2.3 Continue to support the Alberta Children and Youth Initiative with a focus on:
    2.3.a Deliver specialized substance abuse and problem gambling services for children and youth.
    2.3.b Partner with Alberta Children's Services to direct a comprehensive program addressing fetal alcohol syndrome/alcohol-related birth defects (FAS/ARBD).
    2.3.c Supporting the policy framework for mental health through co-ordination of addiction services for children and youth.
    2.3.d Collaborating with partnering ministries in the delivery of programs and services that support the *Protection of Children Involved in Prostitution Act* (PChIP).
2.4 Support the Economic Development Strategy by enhancing the contribution of AADAC's services to workplace safety and well being.

STRATEGY 3.0 Promote organizational effectiveness by facilitating new ways of delivering comprehensive, integrated addiction services.

Major Planned Actions

3.1 Examine service delivery processes with a focus on:
    3.1.a Single point of entry to client services.
    3.1.b Innovative service models.
3.2 Participate in strategic alliances (provincial, national, international) that assist further development of AADAC's core businesses.
3.3 Build on AADAC's comprehensive corporate human resource management strategy.

Expense by Core Business

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Core Business						
Delivery of Quality Health Services	5,436,128	6,078,825	6,169,436	6,626,112	6,898,786	7,178,646
Encourage and Support Healthy Living	177,789	191,864	199,887	211,164	214,069	217,702
MINISTRY EXPENSE	5,613,917	6,270,689	6,369,323	6,837,276	7,112,855	7,396,348

Ministry Statement of Operations

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Internal Governmental Transfers	127,171	84,065	83,215	107,487	107,593	107,606
Transfers from Government of Canada:						
Canada Health and Social Transfer	819,815	988,346	1,049,648	1,147,716	1,204,907	1,261,395
Primary Health Care / Medical Equipment	48,735	62,755	49,542	13,845	13,929	13,929
Other	4,394	8,771	5,265	10,016	8,816	6,816
Premiums, Fees and Licences	702,003	691,913	696,955	891,063	903,189	924,269
Other Revenue	59,959	58,679	59,019	58,975	58,875	58,875
MINISTRY REVENUE	1,762,077	1,894,529	1,943,644	2,229,102	2,297,309	2,372,890
EXPENSE						
Program						
Regional Health Authorities and Health Boards	3,132,898	3,451,434	3,588,071	3,834,716	3,988,716	4,149,716
Province-Wide Services	315,466	371,212	394,575	415,492	441,617	459,617
Physician Services	1,070,907	1,261,820	1,259,320	1,436,667	1,494,168	1,554,168
Blue Cross Benefit Program	309,769	342,402	360,382	362,611	400,221	400,221
Extended Health Benefits	21,360	23,752	23,752	-	-	-
Allied Health Services	60,522	65,553	63,553	63,553	63,553	63,553
Protection, Promotion and Prevention	126,650	161,751	170,461	167,797	170,381	170,381
Human Tissue and Blood Services	90,016	100,016	104,016	120,016	120,016	120,016
Other Programs	141,532	201,982	153,743	187,413	176,982	174,982
Alberta Alcohol and Drug Abuse Commission	37,404	47,833	46,083	58,147	58,613	59,106
Response to Premier's Advisory Council on Health	-	-	-	25,000	36,139	82,139
Ministry Support Services	84,000	97,198	96,468	93,815	93,636	93,636
Systems Development	18,085	27,877	27,877	30,686	27,450	27,450
Health Care Insurance Premiums Revenue Write-Offs	44,066	28,863	32,026	41,363	41,363	41,363
Valuation Adjustments and Other Provisions	300	-	-	-	-	-
	5,452,975	6,181,693	6,320,327	6,837,276	7,112,855	7,396,348
Extraordinary Items:						
Supplemental Advanced Medical Equipment	112,207	-	-	-	-	-
Supplemental Capital Equipment - Federally funded	48,735	48,996	48,996	-	-	-
Energy Rebate	-	40,000	-	-	-	-
MINISTRY EXPENSE	5,613,917	6,270,689	6,369,323	6,837,276	7,112,855	7,396,348
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(3,851,840)	(4,376,160)	(4,425,679)	(4,608,174)	(4,815,546)	(5,023,458)

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	1,762,077	1,894,529	1,943,644	2,229,102	2,297,309	2,372,890
Inter-ministry consolidation adjustments	(127,171)	(84,065)	(83,215)	(107,487)	(107,593)	(107,606)
Consolidated Revenue	1,634,906	1,810,464	1,860,429	2,121,615	2,189,716	2,265,284
Ministry Program Expense	5,613,917	6,270,689	6,369,323	6,837,276	7,112,855	7,396,348
Inter-ministry consolidation adjustments	(200)	(200)	(200)	(200)	(200)	(200)
Consolidated Program Expense	**5,613,717**	**6,270,489**	**6,369,123**	**6,837,076**	**7,112,655**	**7,396,148**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(3,978,811)	(4,460,025)	(4,508,694)	(4,715,461)	(4,922,939)	(5,130,864)

Human Resources and Employment

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 26, 2002 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

Clint Dunford, *Minister of Human Resources and Employment*
February 27, 2002

INTRODUCTION

The Ministry of Alberta Human Resources and Employment consists of four major entities: the Department of Alberta Human Resources and Employment, the Personnel Administration Office, the Alberta Labour Relations Board and the Workers' Compensation Board. Since the Workers' Compensation Board is an independent employer-funded organization, its five-year Strategic Plan is not included with the Ministry's Business Plan. The business plans of the other three entities follow.

DEPARTMENT OF ALBERTA HUMAN RESOURCES AND EMPLOYMENT (AHRE) 2002-2005 BUSINESS PLAN

VISION

Alberta works because we invest in people.

MISSION

To provide a continuum of services and information that enables individuals to succeed in the changing workforce, fosters safe and healthy workplaces and assists people in need.

VALUES AND BELIEFS

Recognition of potential

- We recognize the potential in clients, co-workers, communities and stakeholders

Respect

- We treat our co-workers, clients and stakeholders with honesty, respect and dignity at all times

Caring

- We care about the well-being of our clients, our stakeholders and each other

Learning

- We are committed to improving our skills, knowledge and the quality of our services

Stewardship

- We use public resources wisely to accomplish our goals and report openly on our performance

Commitment

- We value the work we do and believe we make a difference

Self-determination

- We recognize that individuals and organizations have a right and an obligation to govern their own affairs

CHALLENGES AND OPPORTUNITIES

PEOPLE INVESTMENTS

Alberta has had significant success in transforming social assistance to actively support clients to enter the workforce. The department will build on this success by linking its people and skills investments programs to ensure that benefits are available that meet basic needs, prepare people for work and keep people in the workforce. Employment for adults and healthy development for children is a key determinant of our future. Assured Income for the Severely Handicapped (AISH) caseloads are increasing rapidly as a result of an aging population. The challenge is to ensure that investments in people achieve a balance between social and fiscal responsibility.

SKILLS INVESTMENTS

Alberta's economy continues to lead the rest of Canada and the labour market remains tight. To fill skill shortages created by our rapid growth and address future needs created by an aging workforce, the Alberta government needs to continue working with its partners. The challenge is to develop programs for persons with disabilities, Aboriginal peoples and youth that promote and support their full participation in the labour force.

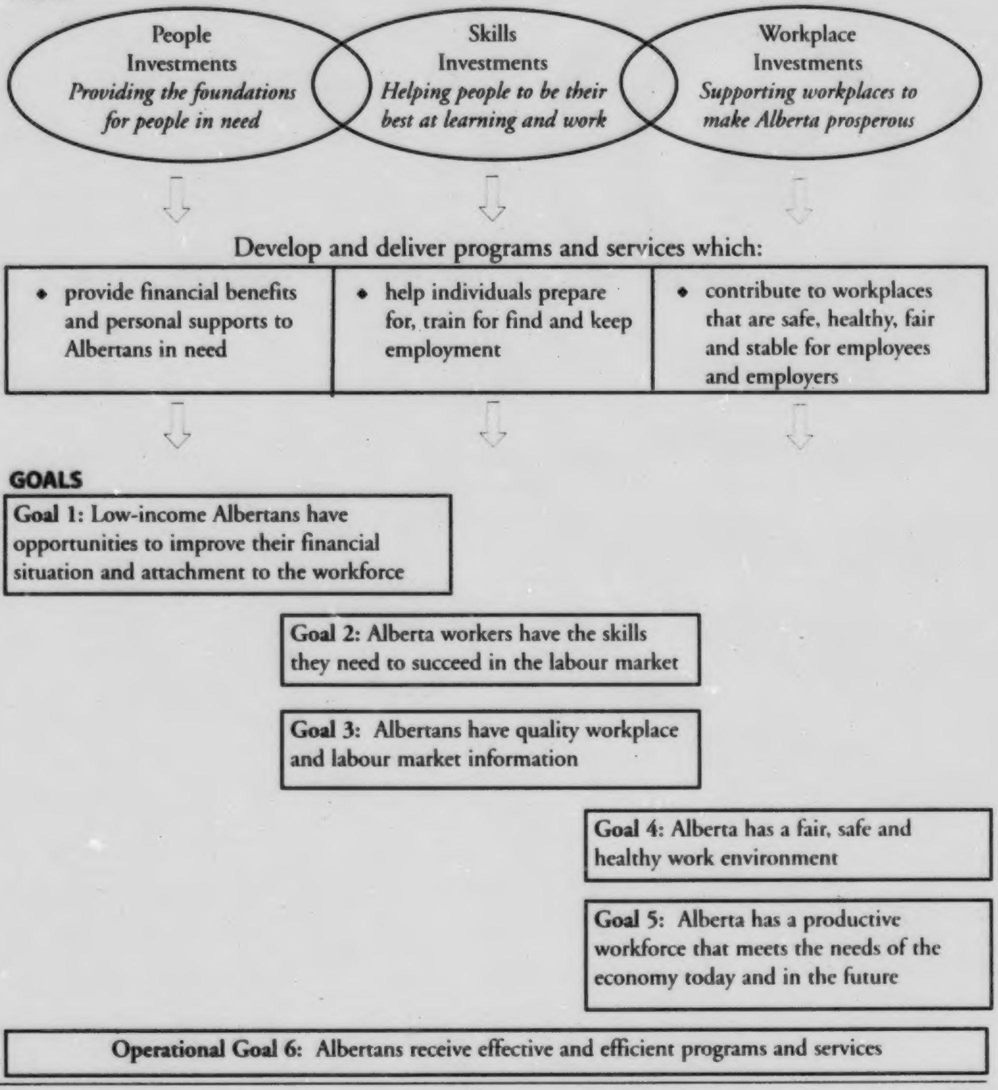
WORKPLACE INVESTMENTS

Workplace incident rates remain a concern as more young and inexperienced workers enter the Alberta workforce. The department's challenge is to ensure compliance with workplace safety regulations during periods of rapid economic growth by developing strategies to motivate employers to improve supervision and train new workers.

The Workers' Compensation Board (WCB) project will ensure that the department, WCB and the Appeals Commission for Alberta Workers' Compensation assume roles and responsibilities that enable them to work together collaboratively. The challenge will be to develop an accountability framework that will ensure the system is transparent and open to stakeholders-employers and employees.

CORE BUSINESSES

Alberta Human Resources and Employment invests in people and workplaces. We help Albertans meet their basic needs and encourage them to become as self-reliant as possible through employment. We help ensure that workplaces are competitive, fair, safe and stable.



People Investments
Providing the foundations for people in need

Skills Investments
Helping people to be their best at learning and work

Workplace Investments
Supporting workplaces to make Alberta prosperous

Develop and deliver programs and services which:

- provide financial benefits and personal supports to Albertans in need
- help individuals prepare for, train for find and keep employment
- contribute to workplaces that are safe, healthy, fair and stable for employees and employers

GOALS

Goal 1: Low-income Albertans have opportunities to improve their financial situation and attachment to the workforce

Goal 2: Alberta workers have the skills they need to succeed in the labour market

Goal 3: Albertans have quality workplace and labour market information

Goal 4: Alberta has a fair, safe and healthy work environment

Goal 5: Alberta has a productive workforce that meets the needs of the economy today and in the future

Operational Goal 6: Albertans receive effective and efficient programs and services

DESIRED RESULTS AND STRATEGIES

GOAL 1: Low-income Albertans have opportunities to improve their financial situation and attachment to the workforce.

Supports the people and prosperity core businesses of the Government of Alberta and the cross-ministry initiatives on Aboriginal Policy, Alberta Children and Youth, Health Sustainability and Economic Development.

RESULTS	STRATEGIES AND KEY INITIATIVES
1.1 Low-income Albertans are able to support themselves and their families	**Strategies** ◆ Provide services to low-income Albertans who do not receive income support to enhance their independence ◆ Provide financial benefits and services to meet the basic needs of Albertans who are eligible to receive income support ◆ Assist families in accessing support from non-custodial parents **Key Initiatives** ◆ Implement approved recommendations from the MLA Committee to Review Low-Income Programs ◆ Review funding and delivery of social services for Aboriginal peoples in Alberta, both on- and off-reserve

KEY PERFORMANCE MEASURES

1.1 Relationship between clients receiving financial assistance and the Market Basket Measure (MBM) low-income threshold (Under development)

Supplemental Information

1.1 Caseloads (monthly average)

	2000-2001 Actual	2001-2002 Forecast	2002-2003 Forecast	2003-2004 Forecast	2004-2005 Forecast
Supports for Independence (SFI)	28,354	26,830	26,090	25,830	25,570
Assured Income for the Severely Handicapped (AISH)	26,700	28,675	30,700	32,235	33,200
Widows' Pension	2,362	2,250	2,250	2,250	2,250
Family Maintenance	7,137	6,725	6,523	6,458	6,393
Alberta Child Health Benefit (ACHB) *	62,311	69,000	76,000	80,000	84,000

*Based on total caseload as of March 31, 2001 rather than monthly average

GOAL 2: Alberta workers have the skills they need to succeed in the labour market.

Supports the people and prosperity core businesses of the Government of Alberta and the cross-ministry initiatives on Aboriginal Policy, Alberta Children and Youth, Health Sustainability and Economic Development.

RESULTS	STRATEGIES AND KEY INITIATIVES
2.1 Albertans have the skills they need to obtain and maintain employment	**Strategies** ◆ Provide programs and services that help Albertans plan and manage their careers ◆ Provide programs and services that help workers adapt to changes in the labour market ◆ Continue to deliver employment preparation and support programs targeted at low-income, underemployed and unemployed individuals ◆ Review and renegotiate transfer arrangements under the Labour Market Development Agreement (LMDA) and Employability Assistance for People with Disabilities (EAPD) Agreement in collaboration with other provinces/territories and the Government of Canada ◆ Increase availability of skills training that integrates academic upgrading, employability skills and occupational skills ◆ Design and develop options to assist low-income Albertans to attend part-time learning so that they can achieve greater success in the labour market **Key Initiatives** ◆ Obtain approval for and implement the Skills Investment Strategy

RESULTS	STRATEGIES AND KEY INITIATIVES
2.2 Albertans who face barriers to employment are able to find work	**Strategies** ◆ Continue to support the work of the Minister's Employability Council in achieving its mandate ◆ Provide employment and training supports for persons with disabilities ◆ Continue to participate in the implementation of the seniors policy initiative that assists older workers ◆ Continue the implementation of the Alberta Youth Employment Strategy that assists young people to make a successful transition to employment ◆ Obtain approval for and implement a policy framework to improve labour force participation of Aboriginal peoples **Key Initiatives** ◆ Increase employment and training of Aboriginal people through partnerships with industry, Aboriginal organizations and other governments ◆ Assess and analyze delivery of current programs and identify areas for improvement

KEY PERFORMANCE MEASURES

2.1 Percentage of participants employed post-intervention

2000-2001 actual	2001-2002 (target)	2002-2003 (target)	2003-2004 (target)	2004-2005 (target)
75%	70%	70%	70%	70%

Supplemental Information

2.1	Number of learners participating in employment/training programs and job placement	Percentage of participants employed post-intervention by special group type
	2000/2001 actual	2000/2001 actual
All Learners	41,768	75%
Youth	22,045	81%*
Aboriginal	6,321*	58%*
Persons with Disabilities	2,259*	68%*
Older Workers	7,361*	73%*

*All numbers are preliminary and subject to refinement, and refer to only those clients in employment/training programs and job placement.

GOAL 3: Albertans have quality workplace and labour market information.

Supports the people and prosperity core businesses of the Government of Alberta and the cross-ministry initiatives on Alberta Children and Youth and the Economic Development.

RESULTS	STRATEGIES AND KEY INITIATIVES
3.1 Albertans have access to quality information on workplace and labour market needs and opportunities	**Strategies** ◆ Develop, promote and provide career and labour market information products and services ◆ Report on Alberta's labour market trends and forecasts ◆ Partner with business, industry, communities and other jurisdictions to share information about the knowledge and skills that will be required in the workplace ◆ In partnership with Alberta Learning, continue to support and expand the Alberta Learning Information Service (ALIS), a website providing information and services for Albertans seeking learning, career or employment opportunities ◆ Develop and distribute workplace safety and employment standards information aimed at inexperienced workers ◆ Provide workers and employers with access to workplace health and safety information **Key Initiatives** ◆ Establish the department as the primary source for career and labour market information

KEY PERFORMANCE MEASURES

3.1 Percentage of clients satisfied with workplace and labour market information

	1999-2000 Actual	2000-2001 Actual	2001-2002 Target	2002-2003 Target	2003-2004 Target	2004-2005 Target
Labour Market Information Centre Services	99%	97%	95%	95%	95%	95%
Customer Satisfaction with Information Materials and Tools*	96%	-	95%	-	95%	-
Career Information Hotline*	95%	-	95%	-	95%	-
Career Development Workshops	88%	88%	85%	85%	85%	85%

*Satisfaction survey completed every two years

Supplemental Information

3.1 Use of workplace, career and labour market information services

	2000/2001 Actual	2001/2002 Forecast	2002/2003 Forecast
Career Counselling Sessions	36,035	37,000	37,000
Group Workshop Participants	37,932	38,000	38,000
Labour Market Information Centre (LMIC) Visits	830,003	850,000	850,000
Career Information Hotline Requests	30,063	30,000	30,000
ALIS Web Site User Sessions	944,519	1,000,000	1,200,000
Number of Career-Related Products Distributed*	665,441	600,000	575,000
Canada-Alberta Job Order Bank (job orders)	54,864	55,000	55,000
Employment Standards Call Centre	184,097	185,000	185,000
Workplace Health and Safety Call Centre (launched January 2001)	6,341	34,000	34,000
Workplace Health and Safety Website page requests (launched January 2001)	95,825	240,000	300,000

* The forecast decrease in printed resources is due to increasing use of the internet

GOAL 4: Alberta has a fair, safe and healthy work environment.

Supports the people and prosperity core businesses of the Government of Alberta and the cross-ministry initiative on Economic Development.

RESULTS	STRATEGIES AND KEY INITIATIVES
4.1 Alberta workplaces are safe and healthy	**Strategies** ◆ Promote the development of effective worksite health and safety systems through the *Partnership in Health and Safety Program* ◆ Target poor health and safety performers for inspection, and investigate incidents and reported complaints **Key Initiatives** ◆ Introduce and implement regulatory changes under the *Occupational Health and Safety Act* ◆ Hold a province-wide forum on Workplace Health and Safety ◆ Implement the new accountability framework, improved decision-making and governance of the Appeals Commission for Alberta Workers' Compensation in collaboration with the Workers' Compensation Board (WCB) and the Commission

RESULTS	STRATEGIES AND KEY INITIATIVES
4.2 Labour and management are able to resolve disputes effectively	**Strategies** ◆ Help organizations develop relationships through better communications, problem solving and labour-management co-operation ◆ Provide mediation services to unions and their employers in resolving disputes ◆ Provide sufficient resources to mediate and arbitrate disputes **Key Initiatives** ◆ Implement the recommendations of the review of ground ambulances concerning the designation of ambulance workers as an essential service ◆ Hold consultations on the *Labour Relations Code*
4.3 Alberta employees and employers benefit from fair and balanced employment standards and practices	**Strategies** ◆ Investigate and resolve registered complaints ◆ Target businesses and industries with poor compliance histories and implement strategies to improve compliance ◆ Develop and implement strategies to increase awareness of employment standards legislation ◆ Explore partnership opportunities with industry associations
4.4 Professional and occupational associations in Alberta govern themselves in the public interest	**Strategies** ◆ Consult with professional and occupational associations and stakeholders to ensure that governing legislation is updated and maintained to provide effective professional standards and practices ◆ Promote free movement and equitable access to employment opportunities

KEY PERFORMANCE MEASURES

4.1 Lost Time Claim Rate: number of lost time claims per 100 person-years worked

2000 Actual	2001 Target	2002 Target	2003 Target	2004 Target
3.4	3.2 or lower	3.0 or lower	2.5 or lower	2.0 or lower

4.2 Percentage of collective bargaining agreements settled without a work stoppage (strike or lockout)

2000-2001 Actual	2001-2002 Target	2002 -2003 Target	2003-2004 Target	2004-2005 Target
98.3%	99%	99%	99%	99%

4.3 Number of employment standards complaints registered for investigation as a percentage of Alberta's eligible workforce

2000 Actual	2001 Target	2002 Target	2003 Target	2004 Target
0.33%	0.50% or lower	0.50% or lower	0.50% or lower	0.50% or lower

Supplemental Information

4.1 Inter-provincial ranking of Alberta's person-days lost due to workplace injury and illness

2000 Estimate	2001 Target	2002 Target	2003 Target	2004 Target
Among the three lowest in Canada	Maintain rank as among the three lowest in Canada	Maintain rank as among the three lowest in Canada	Second lowest in Canada	Lowest in Canada

GOAL 5: Alberta has a productive workforce that meets the needs of the economy today and in the future.
Supports the Prosperity core business of the Government of Alberta and the cross-ministry initiative on Economic Development.

RESULTS	STRATEGIES AND KEY INITIATIVES
5.1 Alberta employers have the skilled workforce they need	**Strategies** ◆ Develop alliances at the local, provincial, national and international level that will contribute to human resource development ◆ Promote workforce effectiveness (work-life balance, lifelong learning, workplace values) ◆ Identify industrial sector and labour market trends ◆ Promote employer participation and investment in workforce development **Key Initiatives** ◆ Implement *Prepared for Growth: Building Alberta's Labour Supply* ◆ Work with partners and stakeholders to define the roles of industry and Government in workplace training

KEY PERFORMANCE MEASURES

5.1 Number of occupations that are in a skill shortage situation as defined by an unemployment rate below 3% (new)

2000/2001 Actual	2001/2002 Target	2002 /2003 Target	2003/2004 Target	2004/2005 Target
25	24	22	20	18

GOAL 6: Albertans receive effective and efficient programs and services.
Supports the People, Prosperity and Preservation core businesses of the Government of Alberta and the cross-ministry initiatives on Aboriginal Policy, Alberta Children and Youth, Health Sustainability and Economic Development.

RESULTS	STRATEGIES AND KEY INITIATIVES
6.1 Albertans are satisfied with the overall quality of department programs and services	**Strategies** ◆ Evaluate AHRE programs and services regularly ◆ Maintain accessible, timely and effective appeals processes for department clients ◆ Develop a new case management and payment system to support skills and people investment programs ◆ Continue to implement the department's human resource plan and staff development strategies with a focus on implementing the leadership and continuity plan ◆ Continue to implement AHRE's Strategic Plan for Information Management and Technology ◆ Continue to review and update the Internal Financial Control Strategy ◆ Promote evidence-based approach to planning and developing of AHRE's policies, programs and services **Key Initiatives** ◆ Develop and implement a comprehensive business resumption plan ◆ Implement an Intern and Co-op employment program within the department for persons with disabilities and Aboriginal peoples
6.2 Alberta's dependent adults receive the best possible representation	**Strategies** ◆ Continue to provide guardianship services to dependent adults in Alberta where no appropriate party is available to assume private guardianship ◆ Encourage private guardians to assume responsibility whenever possible ◆ Encourage Albertans to plan for their future through the use of personal directives

RESULTS	STRATEGIES AND KEY INITIATIVES
6.3 Stakeholders and partners are satisfied with the contribution of the department in key cross-ministry initiatives	**Strategies** ◆ Provide opportunities and vehicles for the department's external stakeholders' input into initiatives ◆ Continue to actively support the four Government cross-ministry policy initiatives: Aboriginal, Children and Youth, Health Sustainability and Economic Development ◆ Continue to support other cross-ministry initiatives including the four Key Administrative Initiatives: Alberta Corporate Service Centre, Corporate Human Resource Development Strategy, Corporate Information Management/Information Technology Strategy and One Window Access Project

Business Resumption Plan

A Business Resumption Planning template was developed within the department and it has received the support of the Disaster Services Branch of Municipal Affairs. The template will be distributed to worksites throughout the department for completion.

KEY PERFORMANCE MEASURES

6.1 Satisfaction of individuals who have used key departmental programs

	2000-2001 Actual	2001-2002 Target	2002-2003 Target	2003-2004 Target	2004-2005 Target
Employment/Training Programs and Job Placement	92%	90%	90%	95%	95%
Career and Employment Assistance Services	82%	85%	85%	85%	85%
Supports for Independence (SFI)	70%	85%	85%	85%	85%
Alberta Child Health Benefit recipient families	92%	-	95%	-	95%
Supports and services provided by the Office of the Public Guardian:					
Service Providers	92%	-	90%	-	90%
Private Guardians	86%	-	90%	-	90%

6.2 Percentage of dependent adults with private guardians

2000-2001 Actual	2001-2002 Target	2002 -2003 Target	2003-2004 Target	2004-2005 Target
80.9%	80% or higher	80% or higher	80% or higher	80% or higher

6.3 Other government departments' perception of the department's contribution on key initiatives

2000-2001 Actual	2001-2002 Target	2002 -2003 Target	2003-2004 Target	2004-2005 Target
83%	85%	85%	85%	85%

Supplemental Information

6.2 Office of the Public Guardian Caseload

	2000-2001 Actual*	2001-2002 Forecast	2002-2003 Forecast	2003-2004 Forecast	2004-2005 Forecast
Dependent Adults with Public Guardian	1,913	2,000	2,040	2,080	2,080
Dependent Adults with Private Guardian	7,460	7,900	8,080	8,260	8,260

*As at March 31, 2001

PERSONNEL ADMINISTRATION OFFICE (PAO)
2002-2005 BUSINESS PLAN

GOVERNMENT'S PREFERRED FUTURE OF THE ALBERTA PUBLIC SERVICE

The Alberta Public Service is respected for its attitudes, knowledge and skills, its effective management of public policy and its dedication to achieving quality, affordable services for Albertans.

VISION

PAO- Building a strong public service.

MISSION

Our mission is to provide corporate human resource strategies, policy frameworks and strategic support services that enable departments to fulfil their business plans and achieve government's preferred future of the Alberta public service. Our mission supports the government's core businesses of people, prosperity and preservation.

CORE BUSINESS

Provide strategic direction and services for human resource management in the Alberta public service.

CHALLENGES AND OPPORTUNITIES

As an employer, the Government of Alberta is operating in a competitive labour market with global influences and will need to compete effectively for talent to ensure that Albertans continue to receive quality, affordable services. To accomplish this, the Personnel Administration Office will work with departments to position the Alberta public service as an employer of choice. PAO will continue to develop effective human resource policies and strategies that ensure a safe work environment, build leadership capacity and attract and retain employees.

GOALS

Strategic Leadership

- Strategic leadership to departments in addressing cross-department human resource needs and issues, and developing and implementing the corporate human resource plan

Alignment/Commitment

- Compensation and recognition programs that support contribution to government goals

Well-being

- A safe work environment and support to the well-being of employees

Competence/Versatility

- A workforce with the knowledge, skills and abilities to meet current and future needs

GOAL 1: Strategic Leadership

Strategic leadership to departments in addressing cross-department human resource needs and issues, and developing and implementing the corporate human resource plan.

OBJECTIVE	STRATEGIES
Greater integration and effectiveness in addressing priority human resource issues	1. Work with key stakeholders to develop the annual corporate human resource plan including the corporate human resource development strategy and ensure its implementation through the development of complementary departmental plans and re-aligned human resources delivery 2. Coordinate the use of the Corporate Human Resource Research and Development Fund to support priority human resource needs 3. Provide support to cross-ministry initiatives
Increased ability for departments to meet their diverse human resource needs	4. Work with departments to promote excellence in service delivery across the public service 5. Seek out and use information technology to enhance human resource decision making and effectiveness 6. Provide expert human resource consulting 7. Maintain an ongoing review of human resource directives and regulations to ensure they are current and relevant

PERFORMANCE MEASURES

(source: client satisfaction survey)

	1997-1998 Baseline	1999-2000 Actual	2000-2001 Actual	2001-2002 Target	2002-2005 Targets
Client satisfaction with human resource strategies and policy frameworks	58%	81% (1998/1999 survey)	77%	Survey not conducted	Maintain at 80% or higher
Client satisfaction with working relationships with PAO	89%	96% (1998/1999 survey)	90%	Survey not conducted	Maintain at 90% or higher

GOAL 2: Alignment/Commitment

Compensation and recognition programs that support contribution to government goals.

OBJECTIVE	STRATEGIES
Enhance the effective use of performance management	8. Continue to partner with departments to implement enhanced performance management processes 9. Work with departments to promote recognition of employee contribution to business plan goals 10. Coordinate the Premier's Award of Excellence program
An effective and relevant total compensation strategy	11. Continue to develop and review strategies to assist departments in compensating and rewarding employees 12. Update the non-management classification plan using a phased-in approach 13. Conduct collective bargaining

PERFORMANCE MEASURES

(source: core measures survey)

	1997-1998 Baseline	1999-2000 Actual	2000-2001 Actual	2001-2002 Target	2002-2005 Targets
% of employees who understand how their work contributes to their department's business plan	77%	81%	78%	80%	80%
% of employees who report their organization helps them know and understand how well they are performing	n/a	66%	68%	70%	70%

GOAL 3: Well-being

A safe work environment and support to the well-being of employees.

OBJECTIVE	STRATEGIES
Support employees in managing their own well-being	14. Deliver an employee assistance program for public service employees 15. Promote targeted wellness initiatives in the Alberta public service
Reduce incidents/injury and illness/LTD rates	16. Work with departments to promote and implement their occupational health and safety programs 17. Work with high and medium risk departments to implement the Partnerships in Health and Safety program 18. Continue to develop and enhance disability management initiatives

PERFORMANCE MEASURES

(sources: IMAGIS database, WCB, department data, PAO, Great-West Life)

Calendar Year	1997 Baseline	1999 Actual	2000 Actual	2001 Target	2002-2005 Targets
Time lost due to incidents/injuries Workdays lost per 10,000 person days worked	n/a	34.9 days	42.5 days	Maintain or reduce	Maintain or reduce
Frequency of incidents/injuries Lost time claim rate per 10,000 person days worked	n/a	1.54	1.47	Maintain or reduce	Maintain or reduce

Fiscal Year	1997-1998 Baseline	1999-2000 Actual	2000-2001 Actual	2001-2002 Target	2002-2005 Targets
Time lost due to general illness Average number of days lost per employee	4.5 days	4.6 days	4.3 days	Maintain or reduce	Maintain or reduce
Long Term Disability (LTD) incidence rate Number of new claims per 1,000 employees	15.8 claims	14.2 claims	13.9 claims	Maintain or reduce	Maintain or reduce

GOAL 4: Competence/Versatility

A workforce with the knowledge, skills and abilities to meet current and future needs.

OBJECTIVE	STRATEGIES
Departments are positioned to respond to emerging and diverse human resource needs	19. Develop strategies to attract and retain new graduates and skilled employees 20. Develop strategies to foster continuous learning and build leadership capacity 21. Provide a corporate search program to attract and recruit executive managers and senior officials; assist departments in facilitating internal and external executive mobility; and provide search consulting for senior positions with significant agencies, boards and commissions

PERFORMANCE MEASURES

(source: core measures survey)

	1997-1998 Baseline	1999-2000 Actual	2000-2001 Actual	2001-2002 Target	2002-2005 Target
% of managers who report their employees have the skills to meet current and future needs	n/a n/a	93% current 81% future	92% current 81% future	90% current 80% future	90% current 80% future

ALBERTA LABOUR RELATIONS BOARD (ALRB) 2002-2005 BUSINESS PLAN

INTRODUCTION

The Labour Relations Board oversees four labour relations statutes:

- The Labour Relations Code
- The Public Service Employee Relations Act
- The Police Officers Collective Bargaining Act
- The Management Exclusion Act

The Labour Relations Board is an independent and impartial tribunal. It is responsible for the day-to-day application and interpretation of the legislation and its own rules and also processes the various applications required by the statutes.

Board activities are largely client and caseload driven. The Board maintains tight control over its case handling and vote mechanisms.

The *Labour Relations Code* encourages parties to settle their disputes, wherever possible, through honest and open communication. The Board offers informal settlement options to the parties, but it also has inquiry and hearing powers to make binding rulings whenever necessary.

VISION STATEMENT

A fair and equitable labour relations climate in Alberta.

MISSION STATEMENT

To administer, interpret and enforce Alberta's collective bargaining laws in an impartial, knowledgeable, efficient, timely and consistent way. It will do this by:

1. educating the labour relations community and the public of their statutory rights and obligations
2. developing policies and processes that will assist the parties to prevent disputes or resolve their differences over these rights and obligations without resorting to litigation
3. providing timely, appropriate, impartial resolution of those differences

CORE ACTIVITIES

The Board's core activities arise from the responsibilities placed on it by the labour relations legislation it oversees. These activities are:

- the investigation, processing, and determination of applications made to the Board by parties in Alberta's collective bargaining regime
- the formal adjudication of issues arising out of the application/complaint process
- the informal mediation of differences in attempts to limit the need for formal adjudication and help build mutually beneficial relationships between parties

GOAL 1: To provide timely, effective and efficient services to the Alberta labour relations community.

STRATEGY	PERFORMANCE MEASURE*
Investigate applications in a timely and accurate manner to ensure early resolution of differences.	◆ The average number of days from receipt of an application to the first date that a hearing is held. These averages will provide an indication of the timeliness of the Board's investigative and administrative services

INDICATORS / GOALS

The average number of days from the acceptance of an application to the date of the first hearing is to be:

2002-03	2003-04	2004-05
65 days	65 days	60 days

* This measure has been changed from previous year measures for two reasons. The previous methodology tracked the timeliness of applications from the date of application to the rendering of the final decision. This duplicated, in the decision writing area, the measures in goal number three. It also covered the time from the beginning of the hearing process to its conclusion. This is a period of time where the Board has little control over timelines as it is the availability of the parties and their legal counsel which are the main determinants in the scheduling of hearings. The new methodology will now be a measure of the efficiency of the investigative and administrative processes of the Board.

GOAL 2: The Board promotes the use of Alternative Dispute Resolution methods to resolve issues before reaching formal hearings.

STRATEGY	PERFORMANCE MEASURE
Ensure that Board officials develop and maintain the proper facilitation skills required and that these techniques and skills are applied to all appropriate applications.	◆ Percentage of applications, with Board involvement, settled before reaching a formal hearing. This provides an indication of the successful use of Alternative Dispute Resolution methods

INDICATORS / GOALS

Percentage of applications settled through Board intervention will be*:

2002-03	2003-04	2004-05
51%	53%	55%

* Certifications and Revocations are not included as they are mandated to go to hearing if applicant demonstrates sufficient statutory requirements. However, it is common for the numerous and sometimes complicated issues relating to these applications to benefit from Board settlement efforts.

GOAL 3: Decisions must be clear and timely so the parties can quickly implement the resolution.

STRATEGY	PERFORMANCE MEASURE
Minimize the length of time that parties await decisions.	◆ Percentage of decisions rendered within the prescribed number of calendar days from the completion of the hearing(s)

INDICATORS / GOALS

Percentage of decisions rendered within 90 calendar days from the completion of the hearing is to be:

2002-03	2003-04	2004-05
85%	85%	85%

WORKERS' COMPENSATION BOARD (WCB)

The Government of Alberta is responsible for the Workers' Compensation Act and regulations under the Act. This Act establishes the Workers Compensation Board (WCB). The WCB reports to the Government through the Minister of Human Resources and Employment; however, the legislation gives the WCB exclusive and final jurisdiction to make all decisions on questions arising under the Act or regulations.

In Alberta, the WCB is an independent organization and a not-for-profit mutual insurance corporation that manages the workers' compensation insurance business. The completely employer-funded organization is overseen by a board of directors representative of the interests of labour, employers and the general public. WCB - Alberta provides cost-effective disability and liability insurance for more than 94,000 employers and 1.2 million workers in Alberta.

APPEALS COMMISSION FOR ALBERTA WORKERS' COMPENSATION

The Appeals Commission independently hears, upon request by appellants, appeals of WCB decisions and prepares written decisions. The Commission will become part of the Ministry of Alberta Human Resources and Employment and will develop a business plan and performance measures that are consistent with the Accountability Framework.

Expense by Core Business

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget*	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Core Business						
People Investments	710,677	743,655	728,581	760,403	781,752	796,832
Skills Investments	272,860	285,234	266,114	263,436	242,347	228,361
Workplace Investments	14,041	15,698	16,822	24,716	24,727	23,633
Human Resource Management	7,747	7,944	7,864	8,051	8,195	8,195
Labour Relations Adjudication	1,162	1,201	1,219	1,257	1,278	1,278
Labour Mediation	993	1,027	1,043	1,070	1,089	1,089
MINISTRY EXPENSE	1,007,480	1,054,759	1,021,643	1,058,933	1,059,388	1,059,388

* The Comparable 2001-02 Budget for Expense has been restated to include a negative statutory valuation adjustment of $34,800,000.

Ministry Statement of Operations

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget*	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Transfers from Government of Canada	457,277	395,913	426,174	442,313	437,682	431,628
Premiums, Fees and Licences	283	270	270	270	270	270
Other	12,248	12,540	12,600	18,725	18,725	18,725
MINISTRY REVENUE	469,808	408,723	439,044	461,308	456,677	450,623
EXPENSE						
Program						
Supports for Independence	274,368	268,811	252,010	248,214	247,745	247,262
Assured Income for Severely Handicapped	301,499	335,966	330,738	361,237	383,074	398,476
Widows Pension	8,303	8,500	8,100	8,100	8,100	8,100
Child Health Benefits	16,571	17,266	18,525	19,266	20,266	21,266
Shelters for Homeless Adults	11,189	12,870	13,881	14,496	14,414	14,414
Income Support - Program Support/Delivery	79,752	82,352	85,202	89,920	88,471	88,562
Skills Development	140,656	140,324	127,001	118,327	112,862	100,852
Skills for Work	14,873	23,264	19,601	21,064	18,741	17,241
Employment Preparation Programs	11,113	11,959	11,186	12,606	13,289	13,289
Employment Initiatives	17,711	19,507	17,142	18,026	13,940	12,100
Other Skills Programs	59,346	57,273	58,225	58,594	49,174	49,514
Skills Investment - Support	23,079	26,076	26,084	28,205	28,264	28,264
Workplace Relationships	1,081	1,382	1,204	1,451	1,527	1,527
Workplace Health and Safety	7,869	8,249	9,327	9,271	9,146	9,146
Employment Standards	4,076	4,144	4,185	4,391	4,437	4,437
Workplace Investments - Support/Tribunal	564	1,547	1,671	2,983	2,997	1,997
Labour Relations and Adjudication	2,155	2,228	2,262	2,327	2,367	2,367
Personnel Administration Office	7,747	7,944	7,864	8,051	8,195	8,195
Appeals for Alberta Workers' Compensation	-	-	-	6,000	6,000	6,000
Ministry Support Services	22,527	25,017	26,134	26,324	26,299	26,299
Valuation Adjustments and Other Provisions	3,001	80	1,301	80	80	80
MINISTRY EXPENSE	1,007,480	1,054,759	1,021,643	1,058,933	1,059,388	1,059,388
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(537,672)	(646,036)	(582,599)	(597,625)	(602,711)	(608,765)

* The Comparable 2001-02 Budget for Expense has been restated to include a negative statutory valuation adjustment of $34,800,000.

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget*	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	469,808	408,723	439,044	461,308	456,677	450,623
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	469,808	408,723	439,044	461,308	456,677	450,623
Ministry Program Expense	1,007,480	1,054,759	1,021,643	1,058,933	1,059,388	1,059,388
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**1,007,480**	**1,054,759**	**1,021,643**	**1,058,933**	**1,059,388**	**1,059,388**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(537,672)	(646,036)	(582,599)	(597,625)	(602,711)	(608,765)

* The Comparable 2001-02 Budget for Expense has been restated to include a negative statutory valuation adjustment of $34,800,000.

Infrastructure

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 26, 2002 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

Ty Lund

Ty Lund, *Minister of Infrastructure*
March 4, 2002

VISION

Alberta will benefit from proactive planning and effective partnerships that provide efficient and sustainable infrastructure for the government and other public organizations.

MISSION

To enhance Albertan's quality of life and economic prosperity through the provision of effective infrastructure and services.

VALUES

We believe in:

- informed and transparent decision-making;
- collaboration;
- communication and teamwork;
- continuous improvement;
- innovation; and
- continuous learning.

CORE BUSINESSES

1. Ensure efficient planning, design, construction, rehabilitation, operation, maintenance, and land management of government-owned infrastructure.
2. Through innovative partnerships, ensure efficient planning, design, construction, rehabilitation, operation and maintenance of supported infrastructure to meet the overall needs of Albertans, including health care, learning and community service facilities, and seniors' lodges.
3. Manage central services to all government departments including accommodation requirements, property acquisition and disposal, air transportation and government fleet operations, procurement of supplies, disposal of surplus material, and representing Alberta's interest in trade agreements impacting procurement.

OUR STRATEGIC DIRECTION

Alberta's schools and post-secondary institutions, health facilities, seniors lodges, and cultural and government facilities are all aging. They must be adequately maintained to ensure the long-term viability of these valuable assets. If proper ongoing and preventative maintenance is not done in a timely fashion, the costs of maintaining the buildings increase, the overall respect for the facilities declines, and the ultimate costs to repair or replace the infrastructure become substantially more. Faced with the current fiscal realities, Alberta Infrastructure remains committed to protecting taxpayer investment in building infrastructure and to the provision of basic maintenance needs, which will be the primary focus of the business plan funding.

The ongoing need to maintain the facilities will be balanced with the need to expand existing facilities and build new facilities to support economic and population growth. In this business plan, priority has been given to completing those expansion projects that are underway, and to new projects where construction has commenced and funding has been provided. When additional funding becomes available in future years, commencement of other new priority projects will be considered.

FACTORS IMPACTING ALBERTA'S INFRASTRUCTURE

ECONOMIC

- Need for improved flexibility in design and usage to enable the development of multi-purpose facilities and achieve maximum value over the life cycle of the infrastructure.
- Fluctuations in world energy markets impact the provincial revenue and result in reduced infrastructure spending.

AGING INFRASTRUCTURE

- Existing building infrastructure is aging and in need of reinvestment.
- Ongoing and preventative maintenance requirements exceed budgets available. Delays in undertaking maintenance will result in the need to replace infrastructure rather than renovate, at a significantly higher cost to the taxpayer.

SOCIETY

- A larger number of seniors are seeking accommodations more appropriate for their needs.
- Demand for improved accessibility for persons with disabilities.
- The "baby boomer" generation is approaching retirement.
- A shortage of trades people and professionals exists in both industry and government resulting in increased labour costs for infrastructure projects.

TECHNOLOGY

- Demand for new technologies (e.g. magnetic resonance imaging) impacts building design standards for health facilities, schools and post-secondary institutions.

GROWTH

- Increased growth in urban areas is creating a demand for multi-purpose facilities and alternative funding options (e.g. public-private partnerships or public-public partnerships).
- Population growth in new urban developments and reduced populations in rural and inner city areas is creating a mismatch between supply and demand for schools.
- Increased enrolment in post-secondary education and the demand for life-long learning requires supporting infrastructure.
- Economic growth and expansion of Alberta's research base is creating infrastructure demands.

ENVIRONMENT

- Enhanced federal and provincial standards impact the cost of land reclamation and the need for environmental impact assessments.
- Increased focus on indoor air quality and healthy workplace environments.
- Environmental concerns and high energy costs increase the demand for energy efficiency in government buildings.

GOALS AND STRATEGIES

Supports Government Business Plan goals:

11. Alberta will have effective and efficient infrastructure

12. Alberta will have a financially stable, open and accountable government.

GOAL 1: Enhance Planning and Management of Government-owned Infrastructure

(Supports Ministry Core Business 1)

KEY OBJECTIVES	KEY STRATEGIES
◆ Support the cross-ministry Capital Planning Initiative.	◆ Implement effective, independently verifiable, comparable Infrastructure Management Systems (IMS) and common key performance measures for owned infrastructure to improve planning and priority setting. ◆ Implement a priority-rating scheme for all capital projects to use as a budgetary tool and to integrate proposals from all program areas based on cross-government priorities. ◆ Develop a policy framework and guidelines for alternate service delivery options such as public-private partnerships and public-public partnerships. ◆ Develop measurement tools for analysis and tracking of deferred maintenance projects in owned and supported infrastructure. ◆ In partnership with key ministries and partners, develop a mechanism (e.g., long-term capital plans) for identifying and managing stable, long-term funding requirements for owned and supported infrastructure.
◆ Ensure a safe and healthy environment in government owned and leased facilities.	◆ In support of the Ministerial Task Force on Security, work with other government ministries, public and private sector organizations and stakeholders to undertake a comprehensive review and develop and implement safety plans for owned and leased building infrastructure. ◆ Work with other ministries and stakeholders to establish and monitor indoor air quality and environmental standards. Audit facilities and take appropriate action to comply with standards. ◆ In 2002-03, initiate an environmental quality assurance plan, the International Standards Organization ISO 14001, to be applied to appropriate construction, renovation, demolition and site remediation projects.
◆ Continue effective planning and project implementation to support government programs.	◆ Define and implement a strategy to address the needs of the court facilities in Calgary. ◆ With the Alberta Corporate Services Centre and government program areas, define roles and ensure client accommodation needs and capital plans are well represented. ◆ Work with the Children and Youth Services Initiative to accommodate service delivery needs. ◆ Work with other ministries to provide service delivery accommodations to achieve their business plans (e.g. service delivery within Human Resources and Employment).
◆ Manage the Swan Hills Treatment Centre and develop and implement a long-term strategy for the facility.	◆ Develop alternative operating strategies for the long-term operation of the Swan Hills Treatment Centre. ◆ Develop a request for proposals to acquire a contract operator for the facility. ◆ Implement the approved long-term plan for operation of the Swan Hills Treatment Centre.

KEY OBJECTIVES	KEY STRATEGIES
- Support accessibility needs.	- Ensure accessibility for seniors and persons with disabilities is fully considered in the design standards, policies, programs and services of the ministry.
- Support climate change initiatives.	- Continue to support Alberta's climate change process to reduce power consumption and improve the energy efficiency and sustainability of building infrastructure.
- Administer the Natural Gas Price Protection Programs.	- In collaboration with Alberta Energy, establish processes to implement, as needed, the Natural Gas Price Protection Program to shield Albertans from high energy costs.

Supports Government Business Plan goals:

3. *Alberta students will excel.*
5. *Albertans unable to provide for their basic needs will receive help.*
11. *Alberta will have effective and efficient infrastructure.*
12. *Alberta will have a financially stable, open and accountable government.*

GOAL 2: Work with Partners to Provide Quality Building Infrastructure

(Supports Ministry Core Business 2)

KEY OBJECTIVES	KEY STRATEGIES

- Ensure effective planning and management of learning facility capital projects.	- With stakeholders, develop an action plan resulting from the December 2001 "Minister's Symposium on Schools - Learning Facilities For Tomorrow's Communities." The symposium and follow-up initiatives will address three themes:
	  - Alternative Procurement Opportunities;
	  - Sustainable Development; and
	  - Functionality and Utilization.
	- Continue to implement the New Century Schools Plan.

- Provide for effective and efficient operation and maintenance of schools.	- Work with Alberta Learning and stakeholders to develop a funding model for the operation and maintenance of schools. - Ensure ongoing effectiveness by monitoring operations and maintenance, and through provision of advice to school boards. - Work with Alberta Learning and school boards to develop a facility audit program to enhance the prioritization of project funding and ensure the best use of available funds.
- Provide funding and support for the construction and upgrading of health facilities and seniors' lodges.	- With Alberta Health and Wellness, provide funds and support to regional health authorities for updating and expansion of existing health facilities and acute and long-term care facilities. - Actively support the cross-ministry Health Sustainability Initiative by assisting health authorities in improving the integration of long-term capital and health care planning. - Complete the province-wide upgrading of 121 seniors' lodges by 2004-05, and, on behalf of lodge foundations, continue to manage projects outside the scope of the Lodge Upgrading Program.

KEY OBJECTIVES	KEY STRATEGIES
- Rationalize the ministry's contracting requirements for supported infrastructure.	- Review all regulations, policies, and project management services and develop best practices governing the contracting activities of supported infrastructure programs. - With stakeholder input, develop standardized contracting guidelines applicable to supported building infrastructure programs and projects.

Supports Government Business Plan goals:

11. Alberta will have effective and efficient infrastructure.

12. Alberta will have a financially stable, open and accountable government.

GOAL 3: Increase the Effectiveness and Efficiency of Central Government Services

(Supports Ministry Core Business 3)

KEY OBJECTIVES	KEY STRATEGIES
- Ensure effective use of infrastructure.	- Work with other ministries on their program accommodation needs and minimize overall government accommodation costs. - By the end of 2002-03, sell or divest a further $30 million of surplus and underutilized properties, toward completing the total three-year sales target of $100 million. - Continue to participate in a benchmarking survey with other government jurisdictions and the private sector, which compares building operating costs. Data is used as one of the tools to identify whether operational changes are required.
- Provide efficient, cost-effective and timely procurement services to the public sector.	- Raise the level of awareness and understanding by Alberta businesses, the municipalities, academia, schools, hospitals (MASH) sector and government ministries, of procurement obligations covered by the Agreement on Internal Trade. - Continue to promote access by Alberta businesses to public sector procurement opportunities. - Continue to explore opportunities to enhance and streamline cross-government procurement processes.
- Manage safe, reliable and cost-effective government transportation services.	- Ensure government aircraft are allocated according to established priorities. - Manage leased and owned government vehicle fleets to ensure ministries and government boards and agencies have prompt and efficient access to vehicles as required.

Supports Government Business Plan goals:

8. *Alberta's workforce will be skilled and productive.*
11. *Alberta will have effective and efficient infrastructure.*
12. *Alberta will have a financially stable, open and accountable government.*

GOAL 4: Ensure A Value-Added Organization

(Supports all Ministry Core Businesses)

KEY OBJECTIVES	KEY STRATEGIES
◆ Improve services to clients.	◆ Streamline and improve systems and processes and simplify program administration to support the reorganization of the ministry and foster greater communications with our partners and stakeholders. ◆ Carry out pre-implementation meetings with clients on all major projects to explain processes, timelines, roles and responsibilities. As well, undertake post-implementation meetings to evaluate project design and implemenation processes, functionality of facility, the performance of contractors and consultants working on behalf of the ministry, and value for money. ◆ Improve the Ministry's website with provisions for client feedback, the sharing of information on new initiatives, and who to contact for specific technical information (ministry experts).
◆ Implement the Human Resource Plan.	◆ Effectively manage human resource needs by implementing key strategies in the Human Resources Plan, such as: ◆ Developing and implementing a leadership continuity plan; ◆ Participating in the new Corporate Executive Development Program; ◆ Expanding opportunities for coaching and mentoring; and ◆ Enhancing cross-training and developmental assignments.
◆ Expand efforts to attract and retain staff.	◆ Continue to work with industry and educational institutions to attract, train and develop members of the construction and consulting industries and the public service, through initiatives such as the Buildings Career Development Program, Internship Program and Mentoring Program. ◆ Continue with learning and training initiatives, including the Learning Account Program, and learning plans and performance contracts for all employees. ◆ Continue to enhance internal communication through regular updates on new and existing initiatives, planning sessions with managers and staff, and various other tools. ◆ Increase employee knowledge of the ministry's business plan goals and strategies through strategic planning sessions and involvement in business plan development. ◆ Encourage and support the Alberta Infrastructure Wellness at Work Team to promote physical and mental well being of employees, improve working relationships, and enhance the corporate image of the ministry. In partnership with Alberta Transportation, continue to implement the joint Rewards and Recognition Program.
◆ Establish a Business Resumption Plan.	◆ Develop and test a Business Resumption Plan to address key departmental services in response to disasters or major emergencies.

KEY OBJECTIVES	KEY STRATEGIES
- Contribute to cross-ministry initiatives.	- Actively participate in key government policy and administrative initiatives such as the Health Sustainability Initiative, the Alberta Children and Youth Initiative and the Alberta One-Window Initiative. - Partner with Alberta Transportation in sharing strategic corporate services such as human resources, finance, information technology, and business and legislative services, as well as the management and delivery of common services such as tender administration, Contracts Review Committee and *Freedom of Information and Protection of Privacy Act.* - Continue to work with the Alberta Corporate Services Centre (ACSC), to ensure efficient management of financial, human resource and information technology functions.

PERFORMANCE MEASURES

GOAL #1 MEASURES

Energy Consumption Per Square Metre

This measure shows the average energy consumption in owned and operated facilities over 12 months, and is an indicator of how efficiently energy is being used by the facilities. The results are calculated by converting the actual energy consumption for gas and power into one common unit of measure (megajoules), which is adjusted for weather variations and divided by the total gross square metres of all owned facilities. The conversion to megajoules and weather variation adjustments allows for annual comparisons of consumption.

	Results	Target	Business Plan Targets		
	2000-01	2001-02	2002-03	2003-04	2004-05
Energy consumption in owned and operated facilities (megajoules per m^2)	1,779	1,779	1,779	1,775	1,775

Physical Condition, Utilization and Functional Adequacy of Building Infrastructure

The Capital Planning Initiative Report of March 2000 identified three long-term performance measures to be used across government to report on the management of physical infrastructure, whether it is owned or supported by government.

Physical Condition: the percentage of building infrastructure rated as *good*, *fair* or *poor*, using the following three-point rating scale for building infrastructure:

Good:	adequate for intended use and expected to provide continued service life with average maintenance.
Fair:	components are aging, near the end of their life cycle, and require additional expenditures for renewal or refurbishing.
Poor:	requires upgrading to comply with minimum codes or standards and deterioration has reached the point where major repairs or replacement are necessary.

Utilization: the percentage of physical infrastructure for which the utilization level is within targeted capacity; and

Functional Adequacy: the percentage of physical infrastructure that provides acceptable functional service.

These performance measures are used in decisions to reconstruct, rehabilitate, maintain or dispose of infrastructure. Alberta Infrastructure's objective, in concert with various stakeholders, is to ensure that those facilities rated as *poor* are reduced and those facilities rated as *good* or *fair* do not deteriorate to a less favourable level.

Physical Condition of Ministry Owned and Operated Facilities

This measure is defined as the percentage of ministry owned and operated facilities that are rated as being in *good*, *fair*, or *poor* condition. The condition of the facilities is based on a condition survey undertaken by ministry staff and consultants using a comprehensive building evaluation tool. A nine-point scale is used to determine the condition of a facility, with one to three rated as *poor*, four to six rated as *fair* and seven to nine rated as *good*.

	Target	Business Plan Targets		
	2001-02	2002-03	2003-04	2004-05
Percentage of ministry owned and operated facilities replacement value, rated in *Good* condition	57%	56%	55%	54%
Percentage of ministry owned and operated facilities replacement value, rated in *Fair* condition	40%	41%	42%	43%
Percentage of ministry owned and operated facilities replacement value, rated in *Poor* condition	3%	3%	3%	3%

Note: Targets are based on current funding levels. This measure currently excludes buildings under 1,000 gross square metres. Within the term of this business plan, all (including those under 1,000 square metres) ministry-owned and operated buildings will have condition ratings and will be included in future business plans. The targets may be adjusted accordingly.

Utilization of Ministry Owned and Operated Facilities

This measure is defined as the percentage of ministry owned and operated facilities over 1,000 gross square metres utilized within targeted capacity. Targeted capacity is dependent on government long-term needs and market conditions. Utilization rate is the ratio of space allocated for required programs to total usable space. Facilities with a utilization rate between 85 percent and 100 percent are within target capacity.

Data used in this measure includes space used by quasi-government organizations that provide programs and services to communities and the public. The efficient utilization of ministry owned and operated facilities is a shared responsibility between the ministry or government organization that occupies the building, and Alberta Infrastructure.

	Target	Business Plan Targets		
	2001-02	2002-03	2003-04	2004-05
Percentage of facilities meeting target criteria for utilization	89%	89%	89%	89%

Functional Adequacy of Ministry Owned and Operated Facilities

This measure is defined as the percentage of ministry owned and operated facilities over 1,000 gross square metres providing acceptable functional service. Facilities that meet current or anticipated functional program requirements are rated as acceptable.

Functional adequacy takes into account the capacity to support the delivery of programs and to accommodate functions, as well as the suitability of the location. Functional adequacy is also a key factor considered in capital decision making. Functional adequacy of a building, as a whole, is based on general criteria and the expertise and assessment by Infrastructure staff in consultation with program departments.

	Target	Business Plan Targets		
	2001-02	2002-03	2003-04	2004-05
Percentage of facilities meeting target criteria for functional adequacy	79%	79%	79%	79%

GOAL #2 MEASURES

Physical Condition of Health Facilities Supported by Alberta Infrastructure

Health facility physical condition is expressed in terms of a condition facility index, which is defined as a ratio of cost to correct existing deficiencies to the current facility replacement value. The physical condition of health facilities is based on an audit of facilities conducted by professional consultants, verified by the regional health authority and Alberta Infrastructure. A facility is in *good* condition if the facility condition index (FCI) rating is less than 5 percent; is in *fair* condition if the FCI rating is between 5 and 10 percent; and is in *poor* condition if the FCI rating is greater than 10 percent.

	Baseline Data	Business Plan Targets		
	2001-02	2002-03	2003-04	2004-05
Percentage of health facilities rated in *Good* condition	55%	57%	60%	64%
Percentage of health facilities rated in *Fair* condition	37%	35%	33%	30%
Percentage of health facilities rated in *Poor* condition	8%	8%	7%	6%

Note: During the term of this business plan, the ministry will develop measures and supporting data for the utilization and functional adequacy of health facilities supported by Alberta Infrastructure.

Physical Condition of School Facilities (Kindergarten to Grade 12)

This measure is defined as the percentage of school facilities that are in *good*, *fair*, or *poor* condition, based on the number and type of physical deficiencies. The condition of school facilities is the joint responsibility of the school boards and Alberta Infrastructure.

The baseline data used in this measure was developed as a result of audits of the 1,463 school facilities owned by the school boards and funded by Alberta Infrastructure. The criteria that determine the condition of school facilities are based on a non-weighted point scoring system. Facilities with a point rating of between 0 to 399 are in *good* condition; those with 400 to 799 points are in *fair* condition; and those with 800 or more points are considered to be in *poor* condition.

	Baseline Data 2001-02	Business Plan Targets 2002-03	2003-04	2004-05
Percentage of school facilities rated in *Good* condition	47%	50%	53%	56%
Percentage of school facilities rated in *Fair* condition	44%	42%	40%	39%
Percentage of school facilities rated in *Poor* condition	9%	8%	7%	5%

Utilization of School Facilities (Kindergarten to Grade 12)

This measure expresses student enrolments as a percentage of school building capacity. Student enrolments are based on student data as of September 30, provided annually by Alberta Learning. The capacity of a school building is based on an allowance of building area per student, established for elementary, junior high and high school students. The allowance is adjusted for special needs students as they require more space than mainstream students. For high schools built before 1990, building capacity is based on a formula identifying the number of classrooms in the building at 25 students per classroom.

	Baseline January 2001	Target 2001-02	Business Plan Targets 2002-03	2003-04	2004-05
Provincial Utilization Rate	76%	76%	76%	76%	72%

Note: During the term of this business plan, the ministry will develop a measure for functional adequacy of supported school facilities.

Physical Condition of Post-Secondary Facilities

This measure is defined as the percentage of supported post-secondary facilities that are rated as being in *good*, *fair*, or *poor* condition. The condition of post-secondary facilities is the joint responsibility of the boards of the institutions and Alberta Infrastructure.

Post-secondary facilities are rated using the Facility Condition Index. The index is a ratio that compares the total cost of deficiencies to the replacement value of the facility. Deficiencies that require attention within the next five years are included.

	Baseline 2001-02	Business Plan Targets 2002-03	2003-04	2004-05
Percentage of post-secondary facilities rated in *Good* condition	47%	47%	45%	45%
Percentage of post-secondary facilities rated in *Fair* condition	45%	45%	46%	46%
Percentage of post-secondary facilities rated in *Poor* condition	8%	8%	9%	9%

Note: During the term of this business plan, the ministry will develop measures and supporting data for the utilization and functional adequacy of post-secondary facilities supported by Alberta Infrastructure.

Number of Seniors' Lodges Upgraded

This measure is calculated by determining the number of seniors' lodges for which upgrading is complete. The data represents the cumulative number of lodges upgraded. A total of 121 lodges were originally selected for upgrading. Once all the upgrades are completed, this program will conclude.

	Results	Target	Business Plan Targets		
	2000 -01	2001-02	2002-03	2003-04	2004-05
Number of seniors' lodges upgraded	91	105	115	119	121

Operation and Maintenance of Schools

During the term of this business plan, the ministry will develop measures and supporting data for the operation and maintenance of school facilities supported by Alberta Infrastructure.

GOAL #3 MEASURE

Operating Cost Per Square Metre

The measure compares the average annual operating cost per square metre of all Alberta Infrastructure owned and operated office buildings to the industry average. The industry average will be determined using the results of a national survey undertaken every two years. Information on comparable office buildings operated in Alberta, by both the public and private sectors, will be extrapolated from the national survey data. For those years where no survey is undertaken, the results from the prior year will be used and adjusted for variances in associated costs.

	Results	Target	Business Plan Targets		
	2000 -01	2001-02	2002-03	2003-04	2004-05
Average operating cost per m^2 of all office buildings owned and operated by Alberta Infrastructure	$72.66	Ministry target for each year is to not exceed the annual industry average.			
Results of industry survey (for comparison purposes only)	$98.31				

Note: Alberta Infrastructure's targeted operating costs per square metre were lower in 2001-02 than the industry average due to the fact that, in government buildings, deferred and ongoing maintenance has not been undertaken at optimum levels resulting in a backlog of maintenance required. As well, there are differences in service levels between government and private sector buildings, such as the frequency of caretaking.

GOAL #4 MEASURES

Employees' Understanding of the Business Plan

Using the government-wide Core Measures Survey, this measure is defined as the percentage of Alberta Infrastructure employees who understand how their work contributes to the ministry's business plan.

	Results	Target	Business Plan Targets		
	2000-01	2001-02	2002-03	2003-04	2004-05
Percentage of Alberta Infrastructure employees who understand how their work contributes to the ministry's business plan	85%	85%	85%	85%	85%
Percentage of Alberta Government employees who understand how their work contributes to their ministries' business plan (for comparison purposes only)	78%	80%	Government targets not available.		

Note: The results for 2000-01 include the combined results of what is now Alberta Transportation and Alberta Infrastructure. Targets will be re-evaluated once data is available for 2001-02 for Alberta Infrastructure.

Client Satisfaction Survey

This measure is based on a written survey of direct clients (organizations interacting directly with Alberta Infrastructure staff) who are asked to rate the services provided by ministry staff provided during the calendar year according to eight service qualities for specific service areas. These service qualities are rated according to a six-point scale, with 1 being very unsatisfied and 6 being very satisfied. In 2000-01, the Ministry of Infrastructure rated at 4.4, which falls between somewhat satisfied and satisfied.

	Results	Target	Business Plan Targets		
	2000	2001	2002	2003	2004
Average rating for overall quality of service	4.4	4.4	4.5	4.6	4.7

Note: The first annual survey was undertaken in early 2001 when the Ministries of Transportation and Infrastructure were one ministry. As the ministries were separated in March 2001, the survey is being revised. The baseline data collected from the previous survey will be used as an indicator for internal purposes rather than actually forming a baseline for this measure. Targets will be adjusted once new baseline data is available.

Expense by Core Business

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Core Business						
Operate and Maintain Government Owned Infrastructure	159,362	176,997	195,109	205,842	187,592	186,292
Support Health Care, Learning and Community Service Facilities and Seniors' Lodges	1,692,191	2,779,862	1,952,762	492,862	638,921	556,921
Manage Cross-Government Services	122,187	131,525	121,911	135,495	139,907	142,007
MINISTRY EXPENSE	1,973,740	3,088,384	2,269,782	834,199	966,420	885,220

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
CAPITAL INVESTMENT						
Core Business						
Operate and Maintain Government Owned Infrastructure	1,880	18,023	12,123	4,423	5,176	2,176
Manage Cross-Government Services	25,377	34,007	31,707	8,587	16,210	16,210
MINISTRY CAPITAL INVESTMENT	27,257	52,030	43,830	13,010	21,386	18,386

Ministry Statement of Operations

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Internal Government Transfers	260,000	345,000	345,000	105,000	220,000	170,000
Investment Income	5,529	4,300	4,300	4,000	4,000	4,000
Premiums, Fees and Licences	2,533	2,000	2,000	2,000	2,000	2,000
Other Revenue	26,552	25,160	76,560	31,545	31,245	30,163
MINISTRY REVENUE	294,614	376,460	427,860	142,545	257,245	206,163
EXPENSE						
Program						
Health Care Facilities	280,362	870,100	437,883	59,200	113,000	65,800
School Facilities	230,071	705,030	660,502	58,530	140,030	104,830
School Operations and Maintenance	291,318	312,629	312,629	323,743	331,543	329,543
Post-Secondary Facilities	64,136	255,700	292,850	16,400	24,800	28,800
Government Facilities	9,937	9,675	10,008	9,675	9,675	9,675
Seniors' Lodges	15,856	17,100	20,500	12,242	6,600	5,000
Capital and Accommodation Projects	18,840	13,945	5,275	14,865	18,265	19,565
Centennial Projects	-	1,400	3,415	5,000	1,000	-
Property Operations	102,518	96,730	106,730	115,629	116,386	116,086
Leases	74,103	82,370	82,370	84,370	85,170	85,970
Swan Hills Treatment Plant	5,874	20,000	26,000	26,000	11,000	11,000
Other Infrastructure Support	1,612	2,230	2,230	2,230	2,230	2,230
Cross-Government Services	10,238	11,630	11,470	12,002	12,194	12,194
Support Services	34,609	32,685	30,760	35,153	35,367	35,367
Energy Rebates	789,789	598,000	208,000	-	-	-
Amortization	42,537	51,560	51,560	51,560	51,560	51,560
Nominal Sum Disposals	660	5,000	5,000	5,000	5,000	5,000
Consumption of Inventories	892	2,500	2,500	2,500	2,500	2,500
Valuation Adjustments and Other Provisions	388	100	100	100	100	100
MINISTRY EXPENSE	1,973,740	3,088,384	2,269,782	834,199	966,420	885,220
Gain (Loss) on Disposal of Capital Assets	11,204	-	-	-	-	-
NET OPERATING RESULT	(1,667,922)	(2,711,924)	(1,841,922)	(691,654)	(709,175)	(679,057)

CAPITAL INVESTMENT

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Program						
Land Services	16,640	18,300	8,300	3,300	8,300	8,300
Capital and Accommodation Projects	5,386	13,920	21,820	4,000	6,000	6,000
Swan Hills Treatment Plant	1,155	-	2,000	2,000	2,000	2,000
Other Infrastructure Support	313	-	-	-	-	-
Centennial Projects	-	17,900	10,000	2,300	3,000	-
Support Services	2,416	410	410	410	586	586
Cross-Government Services	1,347	1,500	1,300	1,000	1,500	1,500
CAPITAL INVESTMENT	27,257	52,030	43,830	13,010	21,386	18,386

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	294,614	376,460	427,860	142,545	257,245	206,163
Inter-ministry consolidation adjustments	(267,659)	(352,470)	(352,470)	(112,470)	(227,470)	(177,470)
Consolidated Revenue	26,955	23,990	75,390	30,075	29,775	28,693
Ministry Program Expense	1,973,740	3,088,384	2,269,782	834,199	966,420	885,220
Inter-ministry consolidation adjustments	(8,319)	(12,470)	(12,470)	(12,470)	(12,470)	(12,470)
Consolidated Program Expense	**1,965,421**	**3,075,914**	**2,257,312**	**821,729**	**953,950**	**872,750**
Gain (Loss) on Disposal of Capital Assets	11,204	-	-	-	-	-
Inter-ministry consolidation adjustments	(660)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
CONSOLIDATED NET OPERATING RESULT	(1,927,922)	(3,056,924)	(2,186,922)	(796,654)	(929,175)	(849,057)

Innovation and Science

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 26, 2002 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

Victor Doerksen, *Minister of Innovation and Science*
February 27, 2002

INVESTING IN ALBERTA'S FUTURE TODAY

Investing in science and technology today is critical to ensuring tomorrow's prosperity and quality of life. This fact is true in Alberta and around the globe. Alberta's abundant natural resources have helped place the province's economy among the world's strongest. The global, knowledge-intensive economy is evolving, and regions are increasing investments in technology, research and development. Alberta must do the same to maintain its competitive position.

As a government, Alberta must also be a leader in delivering services to the public using leading-edge technology. The provincial investment in Alberta SuperNet is providing the foundation for electronic delivery of government programs and services to Albertans in 422 communities throughout the province. With this world-class infrastructure in place, continuing cross-government leadership is vital to ensure that information and technology is managed efficiently and effectively.

OUR VISION

Alberta prospers through the application of science and research and the innovative use of technology.

Partnership, cooperation and facilitation are cornerstones of the Ministry's approach to achieving its vision. The goals and strategies of this plan have been developed with valuable input from government, industry and Alberta universities.

THE MINISTRY OF INNOVATION AND SCIENCE

The Ministry includes:

- Department of Innovation and Science
- Alberta Science and Research Authority
  - Alberta Research Council Inc.
  - iCORE Inc. (Informatics Circle of Research Excellence)
  - Alberta Agricultural Research Institute
  - Alberta Energy Research Institute
  - Alberta Forestry Research Institute

The Minister of Innovation and Science is also responsible for legislation pertaining to:

- Alberta Heritage Foundation for Medical Research
- Alberta Heritage Foundation for Science and Engineering Research (operating under the trade name "Alberta Ingenuity Fund")

Ministry activities are focused on two distinct core businesses. This is reflected in the organization of this business plan:

CORE BUSINESS 1: *Research and Development*	**CORE BUSINESS 2:** *Corporate Information and Communications Technology*
◆ Goal 1 ◆ Goal 2 ◆ Goal 3 ◆ Goal 4 ◆ Goal 5 ◆ Goal 6	◆ Goal 7 ◆ Goal 8

CORE BUSINESS 1: RESEARCH AND DEVELOPMENT

MISSION: To enhance the contribution of science, research, development and commercialization to the sustainable prosperity and quality of life of all Albertans

Innovation is the process by which economic value is extracted from knowledge through generating, developing and implementing ideas to produce new or improved products, processes and services.

Alberta is well known for innovation. From success in the oil sands to breakthrough diabetes treatments, Albertans have been at the forefront of discoveries that are strengthening the economy and changing lives. In Alberta's future, innovation will continue to provide a competitive advantage in the global knowledge-intensive economy. Research is the key to developing new ideas and discoveries that can lead to innovation. The ultimate benefit from these ideas and discoveries is obtained when they are translated into new and improved products, processes or services in the marketplace.

Innovation and Science is focusing its future efforts and investments on:

- creating knowledge, by increasing research capability and capacity in areas of strategic importance
- ensuring that knowledge leads to tangible benefits for Alberta, by encouraging technology commercialization and the growth of knowledge-intensive industries in the province

The Ministry's approach to Research and Development is based on the following model. The Ministry supports research, building a critical mass of excellence that attracts skilled people and investment. At the same time, the Ministry creates an environment in which the research is effectively transformed into new products, processes and services. This leads to business growth, job creation, a sustainable economy and a better quality of life for Albertans.

Ministry efforts under this core business will, in turn, impact the achievement of the broader Government of Alberta (GOA) business plan goals, particularly goals related to:

- economic prosperity (GOA goal 7)
- building a skilled workforce (GOA goal 8)
- business innovation (GOA goal 9)
- development of value-added industries and exports (GOA goals 10 and 14)
- maintenance of effective and efficient infrastructure (GOA goal 11)

Our activities under this core business will also indirectly impact the achievement of government goals related to the:

- health of Albertans (GOA goal 1)
- sustainability of Alberta's renewable natural resources (GOA goal 16)
- quality of Alberta's environment (GOA goal 17)

GOAL 1: TO ENHANCE THE QUALITY AND CAPACITY OF ALBERTA'S RESEARCH SYSTEM IN AREAS OF STRATEGIC IMPORTANCE, WITH AN EMPHASIS ON BUILDING CAPABILITY TO SUPPORT RESEARCH IN ENERGY, INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) AND LIFE SCIENCES

OUTCOMES	STRATEGIES
Internationally recognized research capabilities in areas of strategic importance for long-term growth	**Investing in People:** 1. Provide support for the recruitment and retention of key scientific personnel at Alberta universities 2. Encourage youth to enter careers in science and technology **Investing in Infrastructure:** 3. Provide strategically targeted support for Alberta university research infrastructure **Investing in Strategically Aligned Projects:** 4. Make investments that strengthen Alberta's capability to develop research excellence/expertise in key areas, including: bioinformatics, ICT, nanotechnology, genomics, proteomics, energy, agriculture and forestry
An innovative environment that encourages collaboration	**Fostering Innovation:** 5. Encourage greater investment in Alberta research and development from industry and federal government sources 6. Increase collaboration and coordination among research performers and funders 7. Work with Alberta Learning to co-ordinate research-related policies and programs 8. Promote science and technology awareness

KEY PERFORMANCE MEASURE

1. The ability of Alberta universities to attract sponsored research funding by source.

($ millions)	1998-1999 Actual	1999-2000 Actual	2004-2005 Target
Federal Government	86	119	176
Industry	45	43	86
Non-Profit and Other	35	46	61
Sub-Total	**166**	**208**	**323**
Provincial Government	65	92	110
Total	**231**	**300**	**433**

INDICATORS

1. Alberta university publications as a percentage of Canadian and global publications.

	1997	1998	1999	2000
Percentage of Canadian publications	10.0	10.2	10.6	11.1
Percentage of global publications	0.48	0.46	0.49	0.50

2. Alberta's Gross Expenditures on Research and Development (GERD) as a percentage of Provincial Gross Domestic Product (PGDP) in comparison to Ontario, Québec, and BC.

Year	Alberta	British Columbia	Ontario	Québec	Canada
1999	0.9	1.0	2.0	2.4	1.8

3. Importance of science and research to Albertans (based on survey results). Baseline (2001): 95% of Albertans think research conducted at universities and with industry is important or very important to their quality of life.

GOAL 2 TO INCREASE ENERGY RESEARCH INTENSITY THAT CONTRIBUTES TO ALBERTA'S CONTINUED PROSPERITY*

OUTCOMES	STRATEGIES
Cleaner power generation from coal and other feedstocks	**Investing in Infrastructure:** 1. Support industry field pilot projects and the development of facilities to demonstrate new clean energy technology
An improved upgrading process so that synthetic crude is acceptable to more refineries	**Investing in Strategically Aligned Projects:** 2. Support the development of cleaner energy research programs that will make Alberta's coal reserves generally more acceptable for electricity generation 3. Study the use of coal and "opportunity" feedstocks (bitumen bottoms, asphaltenes, woodwaste) to generate other products such as hydrogen, steam and petrochemical feedstocks
Improved management of carbon dioxide emissions from energy production	**Fostering Innovation:** 4. Develop a network linking provincial, national and global research activities in clean energy 5. Coordinate and align the clean energy research activities of the universities, and federal and provincial labs
Improved recovery and less energy-intensive production of oil and gas	**Investing in Strategically Aligned Projects:** 6. Invest in energy research that is focused on new technologies for getting bitumen to energy markets 7. Work with industry, academia and research providers to evaluate innovations in value-added upgrading and petrochemical feedstocks 8. Develop an energy management program for carbon dioxide 9. Support research and technology related to the storage of carbon dioxide, including separation, concentration, transportation and disposal of carbon dioxide 10. Invest in research that leads to improved oil and natural gas recovery from existing reservoirs and access to non-conventional resources
World-class capability in fuel cell and hydrogen research	**Investing in Infrastructure:** 11. Support the development of an energy research infrastructure for emerging fuel cell and hydrogen research
Increased collaboration and coordination among energy research performers and energy producers	**Fostering Innovation:** 12. Maintain close working relationships with and promote industry collaborative work through associations such as the Petroleum Technology Alliance of Canada, the Canadian Clean Power Coalition, and the Canadian Oil Sands Network for Research and Development 13. Work with industry and other government ministries to promote technology advances in energy and help rationalize the energy programs with other providers within Canada and the U.S.
Increased investment from industry and federal sources	**Investing in People:** 14. Develop a plan to attract world-class energy researchers to Alberta through a strong university based program, and thereby attract industry and federal government investment in new technology in Alberta

---

* This goal and the accompanying strategies reflect the initial stages of implementation of a long-term energy research strategy

KEY PERFORMANCE MEASURES

1. Number of new technologies in Alberta at the demonstration stage for clean burning coal and other feedstocks:
   Baseline (2001-2002): 0 Target (2010): 2

2. Number of new fuel cell or hydrogen research projects supported:
   Baseline (2001-2002): 3 projects Target (2010): 5 projects

3. Aromatic content of bitumen:
   Upgrading technologies will reduce the aromatic content of bitumen, resulting in a synthetic crude which is acceptable to a higher number of refineries (as demonstrated through research).
   Baseline (2001): 30% aromatic content Target (2010): 20% aromatic content

INDICATORS

1. Energy intensity and greenhouse gas emissions:
   Baseline Estimate (2001-2002): 80 kg of carbon dioxide per barrel of bitumen

2. Sponsored energy research and development at Alberta universities:
   Baseline: Information will be available in Fall 2002.

3. Alberta university-based publications as a percentage of global publications in energy research and development.

1997	1998	1999	2000
0.36	0.38	0.40	0.43

GOAL 3 TO FOSTER EXCELLENCE IN INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) RESEARCH THAT CONTRIBUTES TO ALBERTA'S CONTINUED PROSPERITY

OUTCOMES	STRATEGIES
Internationally recognized research capabilities in areas of strategic importance	**Investing in People:** 1. Recruit and fund through iCORE the best researchers in ICT segments where Alberta can be a global leader. These segments include: ◆ Broadband networks including wireless ◆ High performance computing ◆ New computational models to support emerging technologies (genomics, nanotechnology, bioinformatics, etc.) 2. Encourage industry to fund research chairs at Alberta universities 3. Collaborate with government partners to increase the number of Alberta graduates from ICT-related fields of study
An innovative environment that encourages collaboration in ICT research	**Investing in Infrastructure:** 4. Invest strategically in infrastructure which makes Alberta globally competitive **Fostering Innovation:** 5. Increase collaboration between research institutions in Alberta and those in other jurisdictions in targeted strategic technologies 6. Encourage industry to invest in research projects at Alberta universities

KEY PERFORMANCE MEASURE

1. Number of world-class ICT researchers attracted by iCORE Inc.
   Baseline (2000-2001): 4 major awards
   Annual Target: 4 additional major awards (new or renewed) through increased industry participation

INDICATORS

1. Sponsored ICT research and development at Alberta Universities.
   Baseline: To be determined by Fall 2002.

2. Alberta's university-based publications as a percentage of global publications in ICT research and development.

1997	1998	1999	2000
0.34	0.32	0.39	0.37

3. Number of researchers and graduate students at *TRLabs*:

Researchers	Graduate Students
11	34

4. Number of graduate students studying Computer Science and Electrical and Computer Engineering at the University of Alberta and the University of Calgary.
   Baseline (2000-2001): 513

GOAL 4 TO FOSTER EXCELLENCE IN LIFE SCIENCES RESEARCH THAT CONTRIBUTES TO ALBERTA'S CONTINUED PROSPERITY*

OUTCOMES	STRATEGIES
Internationally recognized research capabilities in areas of strategic importance	**LIFE SCIENCES** **Investing in People:** 1. Develop a human resource plan in partnership with relevant government ministries, the Alberta Heritage Foundation for Medical Research, research organizations and the life sciences industry to attract and retain highly-skilled researchers **Investing in Infrastructure:** 2. Participate with government ministries to develop a long-term infrastructure plan to support life sciences research and development 3. Participate with Alberta Health and Wellness and Alberta Infrastructure in planning for the capital projects for building the Health Research Innovation Centres in Edmonton and Calgary 4. Participate with Alberta Health and Wellness and Alberta Infrastructure in planning for the capital projects for establishing the centers of excellence in cardiac care and bones and joints in Edmonton and Calgary **Investing in Strategically Aligned Projects:** 5. Align and co-ordinate research and development activity and funding within each of the four areas: agriculture, forestry, environment, and health 6. Develop and implement a communications plan to increase international awareness of Alberta's strengths in the life sciences
An innovative environment that encourages collaboration	**Fostering Innovation:** 7. Continue to work with other government ministries, industry and the universities to refine the life sciences strategy and implementation plans

---

* This goal and the accompanying strategies reflect the initial stages of implementation of a long-term life sciences strategy

OUTCOMES	STRATEGIES
Internationally recognized research capabilities in areas of strategic importance	**AGRICULTURE AND FOOD** **Investing in People:** 8. Develop a plan and resulting programs to meet the human resource needs of the agricultural research and technology development system **Investing in Strategically Aligned Projects:** 9. Increase investments in high-quality agricultural research and technology development through creation of strategic networks in the following priority areas: agri-health and value-added food; bio-products; environmental sustainability; and primary agriculture and food production
An innovative environment that encourages collaboration	**Fostering Innovation:** 10. Work with other organizations funding agricultural research to build increased agricultural research and technology capability aligned with clearly defined strategic directions
Internationally recognized research capabilities in areas of strategic importance	**FORESTRY** **Fostering Innovation:** 11. Work with industry and other government departments to develop a strategic research plan for the Alberta Forestry Research Institute 12. Support projects related to improved long-term forest management and development of new products

INDICATORS

1. Sponsored life sciences research and development in Alberta.
   Baseline: Information will be available in Fall 2002

2. Alberta's university-based publications as a percentage of global publications in life sciences research and development.

1997	1998	1999	2000
0.64	0.64	0.68	0.69

3. Number of graduates from life sciences-related programs at Alberta universities and selected colleges.

Degree/Certificate	1998 Estimate*	1999 Estimate*	2000 Estimate*
PhD	30	25	35
Masters	53	66	79
Bachelor	449	477	493
Medical Doctor (MD)	71	73	75
Technical Diplomas	251	232	89
Total	**854**	**873**	**771**

* Data from selected post-secondary institutions is pending.

4. Number of faculty researchers and students supported by the Alberta Heritage Foundation for Medical Research.

Degree/Certificate	1998-1999 Actual	1999-2000 Actual	2000-2001 Actual	2001-2002 Estimate
Faculty Researchers	176	201	226	245
Students (Masters and PhDs)	176	200	207	210

GOAL 5 TO FOSTER GREATER PROSPERITY IN ALBERTA FROM THE COMMERCIALIZATION OF RESEARCH IN INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT), LIFE SCIENCES AND OTHER AREAS OF STRATEGIC IMPORTANCE

OUTCOMES	STRATEGIES
Increased commercialization of ICT and life sciences research in Alberta	ICT **Investing in People:** 1. Facilitate appropriate management assistance/mentoring for startup and small ICT and life sciences businesses, in collaboration with Inno-centre Alberta and other partners **Investing in Infrastructure:** 2. Identify and market business opportunities resulting from university related research activities 3. Provide facilities, equipment, and expertise to help Alberta industry develop and commercialize new products, processes and services **Investing in Strategically Aligned Projects:** 4. Attract and leverage industrial research and development investment through TR*Labs*, post-secondary institutions and ASRA initiatives 5. Attract industrial partners and investment to Alberta 6. Review the potential for initiatives which encourage the creation of early stage seed/venture capital pools **Fostering Innovation:** 7. Facilitate partnerships between Alberta industry, researchers and government to develop emerging technologies and bring them to market 8. Facilitate the development of Innovation Networks linking Alberta researchers, industry and research funders to others across Canada and the world LIFE SCIENCES **Fostering Innovation:** 9. Develop and implement a technology commercialization strategy for life sciences in Alberta

KEY PERFORMANCE MEASURE

1. The number of new collaborative ICT and life sciences research and development agreements facilitated between Alberta universities and research organizations and those in other jurisdictions.

Baseline (2000-2001): 2 umbrella agreements and 5 sub-agreements
Target (2005): 2 new umbrella agreements
6 new sub-agreements (under existing umbrella agreements or new umbrella agreements) related to specific deliverables or projects

INDICATORS

1. The value of industrial research investments attracted to Alberta research institutions.

Baseline (1999-2000):
University of Alberta $22,100,000
University of Calgary $20,900,000
University of Lethbridge $110,000
Athabasca University $4,000

Alberta Research Council Inc. $22,200,000

2. Number of patents issued from Alberta-based technologies.

	University Technologies International (U of C)	Industry Liaison Office (U of A)	Alberta Research Council
2000-2001 Baseline	22	17	27*

* Of the 27 patents reported for ARC, 2 are joint patents issued to the Alberta Research Council and Industry Liaison Office

3. Number of spin off companies resulting from Alberta research.

	University Technologies International (U of C)	Industry Liaison Office (U of A)	Alberta Research Council
2000-2001 Baseline	3	8	0

4. Licensing Revenue ($ millions)

	University Technologies International (U of C)	Industry Liaison Office (U of A)	Alberta Research Council
2000-2001 Baseline	3.6	7.6	1.1

GOAL 6 TO ATTRACT, GROW, ESTABLISH AND RETAIN INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) AND LIFE SCIENCES BUSINESSES IN ALBERTA

OUTCOMES	STRATEGIES
Growth of ICT sector in Alberta	**ICT** **Investing in People:** 1. Work with partners to encourage expatriates and skilled workers to re-locate to Alberta 2. Work with Alberta Learning, Alberta universities and other partners to develop a plan to enhance entrepreneurial skills **Investing in Strategically Aligned Projects:** 3. Through collaboration with Inno-centre and other partners, facilitate increased access to seed, angel and venture capital, as well as appropriate management assistance for start-up and small ICT businesses 4. Work with Alberta Economic Development and other partners to promote the Alberta Advantage to the ICT industry **Fostering Innovation:** 5. Provide competitive intelligence and information that helps industry make technology development decisions 6. Conduct environmental scans of Alberta's competitiveness in order to assist in defining appropriate policy recommendations and marketing actions to stimulate ICT industry growth

OUTCOMES	STRATEGIES
Growth of life sciences sector in Alberta	LIFE SCIENCES **Investing in Strategically Aligned Projects:** 7. Work with Alberta Economic Development and other partners to promote the Alberta Advantage to the life sciences industry

KEY PERFORMANCE MEASURE

1. Employment in the ICT sector in Alberta

1999 Actual	2000 Actual	2001 Actual	2005 Target
50,300	53,700	56,000	85,300

INDICATORS

1. Venture capital invested in Alberta early stage high-tech companies.
   Baseline (1999): $129 million
   (2000): $211 million

2. Employment in the life sciences sector in Alberta.
   Baseline Estimate (2000): 110,430

CORE BUSINESS 2: CORPORATE INFORMATION AND COMMUNICATIONS TECHNOLOGY

MISSION: To provide strategic leadership and direction in the innovative and cost-effective use of information and communications technology to improve the efficiency of government program delivery and administration

Information and communications technology (ICT) is an essential tool for delivering government programs and services to Albertans and in the daily administration of government operations. The Alberta government makes significant investments in ICT systems to maintain and improve the delivery of its services and the cost-effectiveness of its day-to-day operations.

Albertans are increasingly expecting that programs and services will be available on-line, any time, anywhere in Alberta. Meeting these expectations cost effectively requires a high degree of collaboration between government ministries as well as the seamless sharing of information between ministries, while ensuring that Albertans' concerns for privacy and security are respected.

The Ministry of Innovation and Science is responding to these needs in two ways.

First, through Alberta SuperNet, affordable, high-speed broadband access to all universities, school boards, libraries, hospitals, and provincial government buildings in Alberta will be provided within the next three years. This network will be the foundation for electronic delivery of government programs and services to Albertans in 422 communities throughout the province. SuperNet will also facilitate the provision of high-speed Internet access to businesses and Albertans in these 422 communities through independent Internet service providers accessing services from the SuperNet infrastructure.

Innovation and Science also continues to provide corporate leadership and to work closely with all government ministries to ensure that investments in technology are aligned to cost effectively enhance the delivery of services to Albertans.

Ministry efforts under this core business will, in turn, impact the achievement of the broader Government of Alberta (GOA) business plan goals, particularly goals related to:

- the development of effective and efficient infrastructure (GOA goal 11)
- improved access to government services and efficient management of government resources and communications (GOA goal 12)

GOAL 7 TO STRENGTHEN THE ALBERTA ADVANTAGE BY MAXIMIZING THE OPPORTUNITIES PRESENTED BY A PROVINCE-WIDE HIGH-SPEED INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) CAPABILITY THROUGH ALBERTA SUPERNET

OUTCOMES	STRATEGIES
High-speed Internet services available to 422 communities	**Investing in Infrastructure:** 1. Complete the construction of Alberta SuperNet by 2004.
Enhanced and more efficient delivery of services through Alberta SuperNet	**Fostering Innovation:** 2. Identify opportunities for enhanced program/service delivery utilizing Alberta SuperNet, through collaboration with other ministries, and particularly: • E-learning with Alberta Learning • E-health services with Alberta Health and Wellness • One-Window service delivery with Alberta Government Services • Providing connections for libraries with Alberta Community Development
New business opportunities in Alberta	**Investing in Strategically Aligned Projects:** 3. Ensure commercial vendors will be able to access Alberta SuperNet at competitive prices 4. Develop and implement an investment attraction plan directed at both leading edge ICT companies and new business ventures made possible as a result of Alberta SuperNet 5. Work closely with Alberta Economic Development to maximize opportunities arising for existing and new Alberta businesses

KEY PERFORMANCE MEASURES

1. Availability of Alberta SuperNet to 422 communities and approximately 4700 stakeholders during the three-year construction period.

	2001-2002 Baseline	2002-2003 Target	2003-2004 Target	2004-2005 Target
Communities Connected (cumulative)	0	133	356	422

Stakeholders* Connected (cumulative)	2001-2002 Baseline	2002-2003 Target	2003-2004 Target	2004-2005 Target
Schools (total of 2,527 sites)	0	478	1,270	2,527
Hospitals (total of 542 sites)	0	114	287	542
Libraries (total of 303 sites)	0	84	235	303
GOA buildings (total of 1,284 sites)	0	292	730	1,284

* Number of stakeholders is preliminary and may be adjusted through detailed analysis during construction. A stakeholder is indicated as 'connected' within the fiscal year when all sites in that community are fully operational.

KEY PERFORMANCE MEASURES

2. Percentage of Albertans with availability to high-speed Internet.
   Baseline to be developed by Fall 2002.

3. The number of government programs/services provided to Albertans that are SuperNet ready.

2001-2002 Baseline	2002-2003 Target	2003-2004 Target	2004-2005 Target
8	23	38	53

GOAL 8 TO BE RECOGNIZED INTERNATIONALLY AS A LEADER IN THE INNOVATIVE AND COST-EFFECTIVE USE OF INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) IN THE DELIVERY OF GOVERNMENT PROGRAMS AND COST EFFECTIVE GOVERNMENT ADMINISTRATION

OUTCOMES	STRATEGIES
Effective and efficient delivery of government programs and services	**Providing Strategic Leadership:** 1. Provide strategic direction and a government-wide framework to guide ministries in the innovative and cost-effective use of ICT to deliver government programs and services 2. Provide strategic advice and support to ministries to ensure that their internal ICT priorities align with government's goals, objectives, standards and priorities 3. Provide strategic leadership in setting cross-government business, technical and operational standards that ensure all major systems can readily exchange and share information in a secure manner that protects individual privacy and promotes direct service delivery to Albertans where practical 4. Ensure new and redeveloped information and communication systems within the government provide innovative, cost effective program and service delivery and make maximum use of SuperNet capabilities
Cost-effective and efficient internal government operations	5. Develop common cross government applications and services which involve service/benefit by multiple government ministries and support direct service delivery to Albertans electronically **Investing in Strategically Aligned Projects:** 6. Provide strategic advice and analysis to Treasury Board regarding ICT investment directions and priorities
Direct electronic delivery of government services to Albertans	7. Purchase ICT products and services in a manner which provides maximum practical benefit to the government based on economy of scale purchasing practices 8. Ensure that government ICT products and services are purchased in a manner that both fosters and sustains competition in the ICT sector **Investing in People:** 9. Ensure the skills and competencies required by industry as well as within the GOA to effectively and efficiently implement and manage government systems for the present and into the future 10. Identify the mechanisms and work with departments to develop programs required to develop, retain and acquire the skills and competencies needed by government staff to effectively guide and manage government ICT

KEY PERFORMANCE MEASURE

1. Adoption of corporate standards by individual departments.

Baseline Estimate (2001-2002): 36% of the 24,727 desktops throughout all ministries have already been converted to the Windows 2000/Office 2000 standard.

Target (2002-2003): 92% of desktops converted to Windows 2000 and Office 2000
A specific target will be set for each standard as it is established.

INDICATORS

1. Savings realized through corporate ICT purchases that would be available for re-investment.

Baseline Estimated Savings (2001-2002): $1,413,462

2. Number of cross government ICT applications developed and implemented.

Application	Year Commissioned	% Implementation
Alberta Government Integrated Management Information System (IMAGIS)		
Financial Management System Modules:		
General Ledger	1997	78% of business units
Accounts Payable	1997	53% of business units
Purchasing	1999	23% of business units
Procurement Card	2000	4% of business units
Accounts Receivable	1999	36% of business units
Billing Module	1999	15% of business units
Budget Module	1998	6% of business units
Human Resource Management System	1998	90% ministries/agencies
Alberta Government Employee Net (AGent)	2000	80% of employees
Electronic Payment System	2000	100% of ministries for 3 vendors
On-line Expense Claim (ExClaim)	2001	60% of ministries
Action Request Tracking System (ARTS)	1999	73% of ministries
Contract Management System	2001	0%

CORPORATE AND CROSS MINISTRY ACTIVITIES

Corporate divisions within the Ministry of Innovation and Science ensure resources are used effectively and efficiently to support ministry goals and strategies. Corporate divisions also support a number of key cross ministry initiatives.

Business Resumption Planning - Innovation and Science is working with the Disaster Services Branch at Alberta Municipal Affairs on a corporate initiative to develop a comprehensive business resumption plan for the Ministry. Specific actions to ensure early completion of a formal business resumption plan that are underway include:

- Establishment of a Business Resumption Committee
- Completion of a threat/risk/needs assessment for all divisions within Innovation and Science

GOVERNMENT OF ALBERTA PRIORITY POLICY INITIATIVES 2002 - 2003

The Ministry participates in the following Priority Policy Initiatives: Health Sustainability Initiative, Aboriginal Policy Initiative, Economic Development Strategy (Co-champion), and Alberta Children and Youth Initiative.

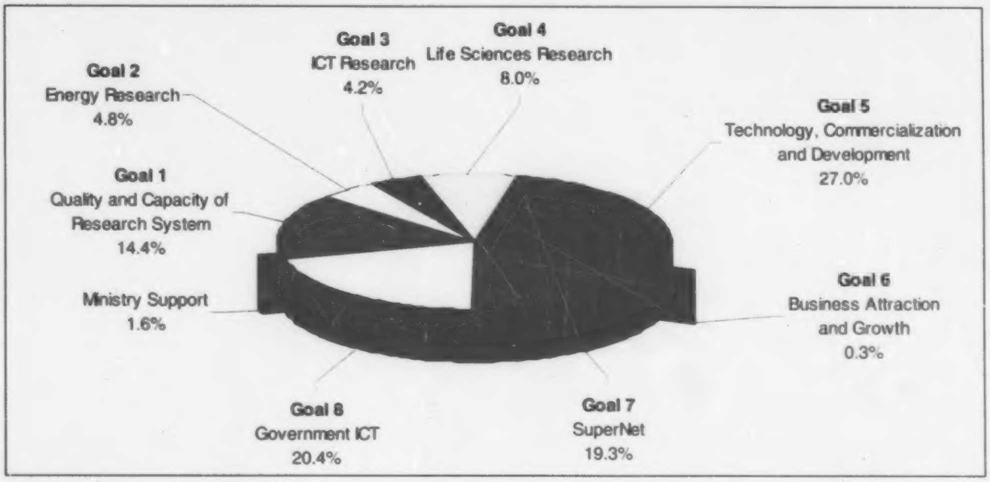
GOVERNMENT OF ALBERTA KEY ADMINISTRATIVE INITIATIVES 2002 - 2003

The Ministry is also involved in the following key administrative initiatives: Alberta Corporate Service Centre (ACSC) Initiative, Corporate Human Resource Development Strategy, Corporate Information Management/Information Technology Strategy (lead Ministry), and the Alberta One-Window Initiative.

GOVERNMENT OF ALBERTA ROUTINE/MAINTENANCE INITIATIVES 2002 - 2003

Innovation and Science is the lead Ministry on the Life Sciences Strategy and participates in other routine/maintenance initiatives including: the Alberta Public Library Electronic Network, Sustainable Development Strategy, Capital Planning Initiative, Canadian Intergovernmental Relations Strategy, and the International Strategy.

Expense by Goal



Expense by Core Business

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Core Business						
Research and Development	146,176	144,684	140,529	148,633	155,967	166,266
Corporate Information and Communications Technology	63,019	97,476	50,226	55,773	50,541	51,041
Ministry Support Services	4,205	4,335	4,285	4,335	4,465	4,465
MINISTRY EXPENSE	213,400	246,495	195,040	208,741	210,973	221,772
CAPITAL INVESTMENT						
Core Business						
Research and Development	2,898	3,881	3,881	4,296	5,022	5,015
Corporate Information and Communications Technology	7,496	8,012	45,012	123,699	42,801	4,101
MINISTRY CAPITAL INVESTMENT	10,394	11,893	48,893	127,995	47,823	9,116

Ministry Statement of Operations

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Internal Government Transfers	41,832	90,838	80,838	182,644	99,044	60,844
Transfers from Government of Canada	2,306	1,125	1,125	2,000	3,000	4,000
Investment Income	808	390	390	840	840	840
Other Revenue	62,858	52,459	50,159	57,515	61,401	70,693
MINISTRY REVENUE	107,804	144,812	132,512	242,999	164,285	136,377
EXPENSE						
Program						
Alberta Science and Research Authority (ASRA):						
Alberta Agricultural Research Institute	8,670	8,900	8,900	8,875	8,875	8,875
Alberta Energy Research Institute	8,104	8,900	8,900	6,940	6,940	6,940
Alberta Forestry Research Institute	2,227	1,450	1,450	2,260	2,260	2,260
Alberta Research Council Inc.:						
- Contract Research	34,824	43,348	39,648	47,406	54,296	64,595
- Research funded by ASRA	25,075	24,675	24,675	26,575	26,855	26,855
iCORE Inc. (Informatics Circle of Research Excellence)	10,004	10,000	9,670	10,000	10,000	10,000
Science and Research Investments Program	46,288	38,647	38,647	36,722	36,722	36,722
Technology Commercialization Initiatives	4,440	3,100	3,100	3,675	3,675	3,675
Operations and Policy Implementation	6,532	5,664	5,539	6,180	6,344	6,344
Information and Communications Technology	62,725	47,476	47,226	51,773	50,541	51,041
Alberta SuperNet	-	50,000	3,000	4,000	-	-
Ministry Support Services	4,205	4,335	4,285	4,335	4,465	4,465
Valuation Adjustments and Other Provisions	306	-	-	-	-	-
MINISTRY EXPENSE	213,400	246,495	195,040	208,741	210,973	221,772
Gain (Loss) on Disposal of Capital Assets	(10)	-	-	-	-	-
NET OPERATING RESULT	(105,606)	(101,683)	(62,528)	34,258	(46,688)	(85,395)

CAPITAL INVESTMENT

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Program						
Alberta Research Council Inc.	2,898	3,881	3,881	4,296	5,022	5,015
Alberta SuperNet	-	-	37,000	117,800	38,200	-
Information and Communications Technology	5,780	6,095	6,095	4,900	4,601	4,101
IMAGIS	1,716	1,917	1,917	999	-	-
MINISTRY CAPITAL INVESTMENT	10,394	11,893	48,893	127,995	47,823	9,116

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	107,804	144,812	132,512	242,999	164,285	136,377
Inter-ministry consolidation adjustments	(72,015)	(105,331)	(95,331)	(199,836)	(113,931)	(75,731)
Consolidated Revenue	35,789	39,481	37,181	43,163	50,354	60,646
Ministry Program Expense	213,400	246,495	195,040	208,741	210,973	221,772
Inter-ministry consolidation adjustments	(30,678)	(14,493)	(14,493)	(17,192)	(14,887)	(14,887)
Consolidated Program Expense	**182,722**	**232,002**	**180,547**	**191,549**	**196,086**	**206,885**
Gain (Loss) on Disposal of Capital Assets	(10)	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(146,943)	(192,521)	(143,366)	(148,386)	(145,732)	(146,239)

International and Intergovernmental Relations

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 26, 2002 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

Halvar Jonson, *Minister of International and Intergovernmental Relations*
February 26, 2002

VISION AND MISSION

VISION

A strong Alberta, active in an open world and in a prosperous, united Canada.

MISSION

To lead the development of government-wide strategies and policies for Alberta's relations with international governments and organizations and with federal, provincial and territorial governments in Canada.

CORE BUSINESS

Sound government-to-government relationships are key in securing Alberta's future well-being and to achieve the Ministry's vision of providing leadership in the management of Alberta's international and intergovernmental relationships.

To fulfill this leadership role, it is essential to coordinate Alberta's strategies. Development and implementation of these strategies require close cooperation with other Alberta ministries, as well as strategic partnerships with public and private organizations.

Key services provided by the department are:

- Advancing Alberta's interests through intergovernmental negotiations and discussions.
- Coordinating Alberta's strategies relating to international and intergovernmental relations.
- Providing strategic advice and policy analysis to Alberta ministries and other clients.
- Obtaining, disseminating and analyzing information for Alberta ministries and other clients.

GOALS

The department contributes to the three core businesses of the Government of Alberta: People, Prosperity and Preservation. The department's key goals are:

- Promoting the interests of, and securing benefits for, Alberta as an equal partner in a revitalized, united Canada.
- Promoting the interests of, and securing benefits for, Alberta from strengthened international relations.
- Promoting the interests of, and securing benefits for, Alberta from greater trade and investment liberalization, domestically and internationally.

GOALS AND STRATEGIES

GOAL 1: Promoting the interests of, and securing benefits for, Alberta as an equal partner in a revitalized, united Canada

KEY RESULTS	STRATEGIES
1.1 Effective participation by Alberta in the Canadian federation	◆ Advance Alberta's interests and ensure that Alberta priorities are addressed at intergovernmental meetings of Ministers and officials. ◆ Provide policy analysis and strategies, and coordinate input from other Alberta ministries for Alberta's participation in First Ministers' meetings, Premiers' Conferences, and Ministerial meetings. ◆ Develop strategies and policy options, in conjunction with Alberta ministries, to enable Alberta to receive a fair share of federal funding. ◆ Work with Alberta ministries to develop and implement coordinated and consistent approaches to intergovernmental issues and processes. ◆ Assist Alberta ministries in the development of intergovernmental agreements that reflect Alberta's intergovernmental objectives and priorities.
1.2 A Canadian federal system that better serves Albertans' needs.	◆ Promote both interprovincial and federal-provincial solutions to improve the efficiency and effectiveness of the federation through the reduction of overlap and duplication between governments, the reform of institutions (e.g., the Senate) and the reform of financial arrangements (e.g., fiscal rebalancing). ◆ Promote federal-provincial solutions to redesign federal-provincial financial arrangements including the Canada Health and Social Transfer, Equalization and cost-sharing arrangements. ◆ Implement, in conjunction with Alberta ministries, "A Framework to Improve the Social Union for Canadians" in a manner consistent with Alberta's intergovernmental interests. ◆ Develop, in conjunction with other governments, an intergovernmental dispute settlement mechanism that can be applied to potential disputes in a range of intergovernmental issues. ◆ Work with Alberta ministries to develop strategies for Alberta's intergovernmental relations, to ensure Alberta plays a leadership role within the federation.
1.3 Effective leadership by Alberta that supports a strong, united and secure Canada.	◆ Develop policy recommendations and strategies on national unity and other related issues as they emerge. ◆ Work with the federal government, other provinces, the private sector and other key stakeholders to update and strengthen coordinated policy responses to issues relating to the security of the province and people of Alberta.

GOAL 2: Promoting the interests of, and securing benefits for, Alberta from strengthened international relations

KEY RESULTS	STRATEGIES
2.1 Intergovernmental relationships which facilitate the two-way flow of goods, services, people and investment between Alberta and the United States.	◆ Build and maintain alliances with key U.S. decision makers and organizations (such as governors/legislators, energy officials, Montana-Alberta Bilateral Advisory Council; Pacific Northwest Economic Region). ◆ Identify and pursue opportunities for closer cross-government cooperation in areas that affect Alberta/U.S. economic activities. ◆ Take a leadership role on issues of Canada/U.S. integration (including harmonization of standards, common perimeter, border crossing). ◆ Work with other ministries and the private sector to enhance U.S. understanding of Alberta as a secure and reliable supplier of energy. ◆ Influence Canadian foreign policy so that it reflects Alberta's interests and priorities towards the U.S. ◆ Provide intelligence and policy advice to Alberta stakeholders on U.S. issues and developments.
2.2 A strategic approach to Alberta's international relations that effectively promote the province's interests and priorities to foreign, governmental, decision makers.	◆ Provide strategic advice to departments who are developing policies under Alberta's International Strategy. ◆ Deliver intelligence and policy advice to Alberta stakeholders on internationally-sensitive issues. ◆ Develop strategically-focused programs that showcase Alberta's strengths to international representatives. ◆ Provide leadership and coordination for Premier's missions and advice on other ministerial missions. ◆ Provide information and advice to clients and partners (Alberta offices, Canadian posts, foreign embassies and consulates) so they can help promote Alberta's economic, political and social strengths internationally. ◆ Coordinate interpretation and translation services for the Alberta government.
2.3 Active bilateral relations (including twinnings) that enhance Alberta's profile in key international markets.	◆ Build close relations with government representatives of key foreign partners. ◆ Coordinate and facilitate mutually-beneficial involvement with Alberta's "sister provinces". Assess potential new twinnings. ◆ Support the work of the Advisory Council on Alberta-Ukraine Relations in enhancing bilateral relations wirh Ukraine. ◆ Provide information and identify opportunities regarding twinned regions to Alberta stakeholders.
2.4 Effective contribution by Alberta to international development in the area of governance.	◆ Share the Alberta government's best practices with foreign partners. ◆ Develop partnerships with the private sector and educational institutions to pursue projects funded by International Financial Institutions. ◆ Provide information, intelligence and advice to Alberta stakeholders on Canadian International Development Agency, World Bank, and other projects funded by International Financial Institutions. ◆ Design, implement and manage governance projects selectively. ◆ Work with Alberta's public sector to facilitate participation in governance projects. ◆ Work with Alberta Economic Development to assist Alberta businesses in accessing more International Financial Institutions' contracts.

GOAL 3: Promoting the interests of, and securing benefits for, Alberta from greater trade and investment liberalization, domestically and internationally.

KEY RESULTS	STRATEGIES
3.1 Expanded trade liberalization and foreign market access for Albertans through international trade and investment agreements.	◆ Remove or reduce barriers to trade and investment through direct negotiation. Participate with the federal government in negotiations to ensure Alberta's objectives are heard. ◆ Develop a formal federal-provincial agreement that stipulates full provincial participation in Canada's negotiation of agreements affecting provincial jurisdiction or interests. ◆ Consult and work with private and public sector organizations to pursue the benefits of free trade. ◆ Manage government-wide implementation of the North American Free Trade Agreement, the World Trade Organization Agreement and other agreements. Anticipate and prevent disputes. ◆ Coordinate Alberta's participation in World Trade Organization negotiations on issues involving provincial jurisdiction (e.g., environment, labour, agriculture, competition/business regulation, and services) and in other regional and multilateral negotiations (e.g., Free Trade Area of the Americas, Asia-Pacific Economic Cooperation). ◆ Manage disputes and defend Alberta's interests under North American Free Trade Agreement, World Trade Organization and other agreements. ◆ Work with other Alberta ministries to implement the trade policy component of Alberta's international strategy in a targeted, coherent manner.
3.2 Expanded Canadian internal trade liberalization which promotes the free flow of goods, services, capital and labour across Canada.	◆ Remove or reduce barriers to internal trade, investment and labour mobility through direct negotiation with the federal government and other provinces and territories. ◆ Consult and work with private and public sector organizations to pursue the benefits of free trade. ◆ Coordinate Alberta participation in the Agreement on Internal Trade. ◆ Manage the government-wide implementation of the Agreement on Internal Trade. Anticipate and prevent disputes. ◆ Manage disputes and defend Alberta's interests in the Agreement on Internal Trade. ◆ Work with other Canadian governments to enhance domestic trade through bilateral and multilateral negotiations and other regional agreements.

PERFORMANCE MEASURES AND INDICATORS

International and Intergovernmental Relations has several methods of measuring its performance, including:

1. Reports on Department Performance
2. Client Satisfaction Surveys
3. Intermediate Outcomes
4. Public Polling Data

1. REPORTS ON DEPARTMENT PERFORMANCE

Previous department business plans have acknowledged that many of the department's outcomes are long term, frequently dependent on factors outside the control of the department (i.e., dependent upon obtaining agreement from other governments), and difficult to present as quantitative data. To ensure the clear reporting of departmental performance, while keeping in mind the limitations faced in developing such data, the department provides a detailed narrative record of its achievements and activities. This narrative is found in the department's Annual Reports. The reports document the accomplishments for each goal and provide a narrative outlining events and outcomes over the previous year.

In addition to the Annual Report, other assessments on key initiatives are done periodically. They may include reports issued after the conclusion of major conferences, trade negotiations or international missions. The reports assess how and if the province achieved its objectives.

2. CLIENT SATISFACTION SURVEYS

Another measure of outcomes for International and Intergovernmental Relations is stakeholder or client satisfaction. To achieve its goals, the department works closely with Alberta ministers, ministries, and other organizations in the province. Through periodic surveys, the department consults these clients to evaluate the department's contribution to advancing Alberta's priorities and positions.

Client Surveys are an important component of the department's varied measurement tools. The 2001 Client Survey was the fourth broad survey completed by the department. Earlier surveys, completed in 1995, 1997, and 1999, indicated that clients, both internal and external to government, consistently rated the department highly in the area of satisfaction with the services provided. The 2001 Client Survey continued this earlier trend, indicating a high level of satisfaction (close to 4 on a scale to 5) in virtually all areas of services provided, meeting the department's target (4 out of 5).

3. MEASURING INTERMEDIATE OUTCOMES

In order to track the intermediate outcomes of major projects, the department prepares status reports or contributes to the reports prepared by others. Since these projects span many years, preparing regular progress reports or measuring intermediate outcomes allows governments and taxpayers to track the progress of complex, long-term issues. Examples of this approach are:

- regular status reports that measure the implementation of the Agreement on Internal Trade and the progress of complaints and disputes under that agreement;

- regular Progress Reports to Premiers by the Provincial/Territorial Council on Social Policy Renewal; and
- communiqués released at the end of Premiers' meetings.

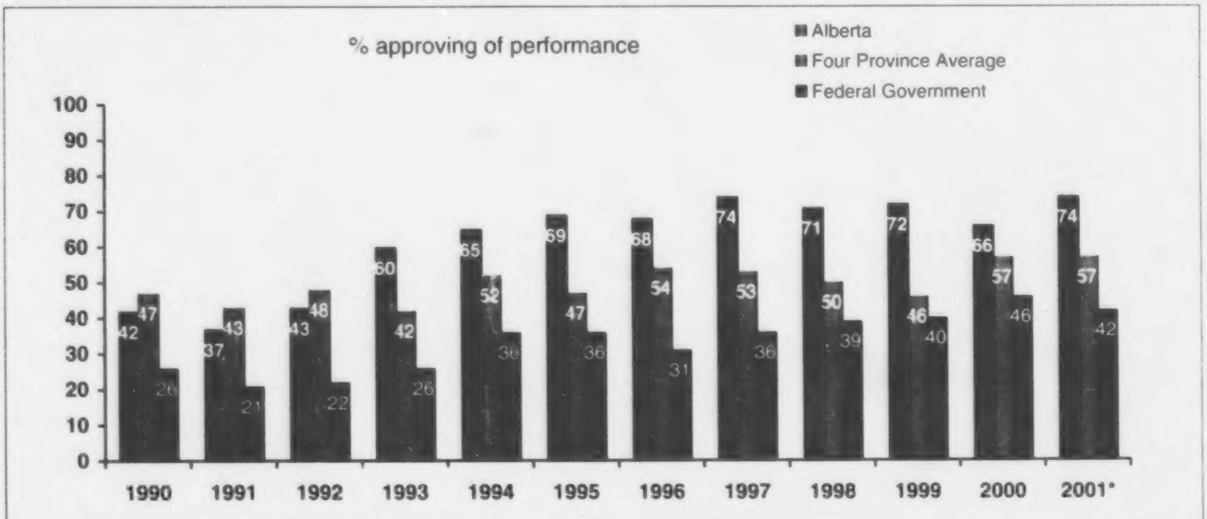
These reports are posted on the International and Intergovernmental Relations departmental website: http://www.iir.gov.ab.ca. In addition, the website includes updates on preparations for and progress in domestic and international trade negotiations (e.g. World Trade Organization and the Agreement on Internal Trade). The website also provides an opportunity for feedback and comments (feedback mechanism, Agreement on Internal Trade problem registration form, and Alberta Connects program) from the business community and the public.

4. PUBLIC POLLING DATA

An important measure of how the Alberta government is performing in the areas of international and intergovernmental relations is public polling data. In measuring the performance of the provincial government based on the satisfaction level of Albertans, the polling data does not specifically rate the performance of the department, but tracks the performance of the whole government. However, the department does play an important role in supporting the Premier and his cabinet colleagues in achieving intergovernmental goals. The polling data is based on a regular, national, opinion poll conducted by Environics Canada. The poll surveys the views of Canadians regarding the performance of their provincial and federal governments. The results are reported in the Focus Canada Report.

Alberta's target is to maintain the government's public approval rating in federal-provincial relations on par with the average of four other provinces (British Columbia, Saskatchewan, Manitoba, and Ontario). These provinces are closest to Alberta in terms of geography, history, economic base, social patterns and approaches to federalism. Alberta's intergovernmental approval rating in 2000 was 66% (see graph below). The four province average was 57% and the federal government rating was 46%. Preliminary figures for 2001 show Alberta's rating increasing to levels seen in previous years.

APPROVAL RATINGS: Intergovernmental Relations



* The 2001 data covers the first three quarters of the year (January 1 to September 30)

OTHER SECONDARY INDICATORS

The department reports on a number of secondary indicators that track macroeconomic trends (e.g., trade statistics). While these are not direct measures of the department's performance, they do indicate the environment in which the department is operating. More detail on each indicator is available on the department's website: http://www.iir.gov.ab.ca.

GOVERNMENT-WIDE GOALS

Much of the department's work relates to Goal 19 of the Government Business Plan for 2002-2005:

Goal 19: Alberta will work with other governments and maintain its strong position in Canada.

As well, the department's strategies contribute to the realization of the following government-wide goals:

Goal 2: Our children will be well cared for, safe, successful at learning and healthy (IIR outcome 1.2)

Goal 7: Alberta will have a prosperous economy (IIR outcomes 1.1, 2.1, 2.2, 2.3, 2.4, 2.5, 3.1, 3.2)

Goal 8: Alberta's workforce will be skilled and productive (IIR outcomes 1.2, 3.1, 3.2)

Goal 10: Alberta's value-added industries will lead economic growth (IIR outcomes 2.1, 2.3, 3.1,3.2)

Goal 14: Alberta businesses will increase exports (IIR outcomes 2.1, 3.1, 3.2)

Goal 17: The high quality of Alberta's environment will be maintained and enhanced (IIR outcomes 1.1, 1.2)

APPENDIX - CROSS MINISTRY INITIATIVES

PRIORITY POLICY CROSS-MINISTRY INITIATIVES

IIR continues to actively work on the priority policy cross-ministry initiatives:

- Economic Development Strategy
- Children and Youth Services Initiative
- Aboriginal Policy Initiative
- Health Sustainability Initiative

IIR's participation in the priority policy cross-ministry initiatives enables the Ministry to provide advice on gaps and overlaps with respect to intergovernmental issues.

KEY ADMINISTRATIVE INITIATIVES

The activities of IIR are aligned with each of the Key Administrative Initiatives.

For example, IIR works with the Alberta Corporate Service Centre to achieve efficiencies in the Ministry's administrative services. IIR shares strategic corporate services, and the Senior Financial Officer/Chief Information Officer with the ministry of Aboriginal Affairs and Northern Development.

Through the Corporate and Ministry Human Resource Development Strategies, IIR is developing strategies to ensure staff are knowledgeable, skilled and effective. IIR partners with Alberta Learning for its strategic human resource planning and programs.

IIR works within the Corporate Information Management/Information Technology Strategy to enhance business outcomes and to ensure the cost-effective use of technology.

The Ministry is committed to the One-Window concept and has served on various committees since its inception (e.g., web development).

MAINTENANCE INITIATIVES

The department leads cross-ministry maintenance initiatives relating to intergovernmental relations and Alberta's International Strategy. It is anticipated that a coordinated, strategic approach will be developed to assist all departments in fulfilling their respective intergovernmental responsibilities. The department leads the Ministerial Task Force on Security, which handles provincial and intergovernmental security issues. It is also working towards the completion of a business resumption plan, as recommended by the Auditor General in his 2001-02 annual report.

Expense by Core Business

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Core Business						
Intergovernmental Relations	6,148	6,104	5,953	6,084	6,125	6,125
MINISTRY EXPENSE	6,148	6,104	5,953	6,084	6,125	6,125

Ministry Statement of Operations

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Other Revenue	25	-	1	-	-	-
MINISTRY REVENUE	25	-	1	-	-	-
EXPENSE						
Program						
International and Intergovernmental Relations	6,170	6,104	5,953	6,084	6,125	6,125
Valuation Adjustments and Other Provisions	(22)	-	-	-	-	-
MINISTRY EXPENSE	6,148	6,104	5,953	6,084	6,125	6,125
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(6,123)	(6,104)	(5,952)	(6,084)	(6,125)	(6,125)

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	25	-	1	-	-	-
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	25	-	1	-	-	-
Ministry Program Expense	6,148	6,104	5,953	6,084	6,125	6,125
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**6,148**	**6,104**	**5,953**	**6,084**	**6,125**	**6,125**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(6,123)	(6,104)	(5,952)	(6,084)	(6,125)	(6,125)

Justice

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 26, 2002 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

David Hancock, *Minister of Justice and Attorney General*
February 26, 2002

INTRODUCTION

Through the goals and objectives of Alberta Justice's 2002-2005 Business Plan, we will work to ensure that Alberta's justice system is responsive to the needs of victims, offenders and those involved in civil or family disputes. The ministry will do this by promoting timely access to courts and alternative forms of dispute resolution, and by maintaining an effective criminal prosecution service.

We will establish working relationships with Alberta Solicitor General to support our shared initiatives in youth justice, Aboriginal justice, organized crime and victims' services. We will bolster our partnerships with other provincial ministries, the Judiciary, the legal community, Aboriginal people, and our stakeholders in policing, community organizations and local governments. Through strategies to improve understanding and knowledge about the justice system, the ministry will work to make the justice system more community focused and accessible. In partnership with communities we will work to find real solutions that respond to the needs of victims, offenders and communities impacted by the justice system.

Alberta Justice will explore new and innovative initiatives to best use our financial resources and to provide enhanced skills development opportunities for department employees. We will also work to address spending and resource pressures within the ministry.

Through new and continued efforts in family law, legal aid, maintenance enforcement, and through the Public Trustee's Office, we will ensure that vulnerable Albertans have access to services that may enhance their quality of life.

In keeping with the recommendations and spirit of the 1999 Alberta Summit on Justice, the ministry will continue to consult with the public to ensure that our justice system addresses the current needs and priorities of Albertans.

PLANNING ENVIRONMENT

Alberta Justice has considered the following environmental factors in setting out strategic objectives for 2002-2005:

Issues Creating Pressures on the Justice System: The work force is aging, family structure is changing, and lifestyle/well-being choices impact the work place. As in other organizations, the retirement of Alberta Justice senior staff will result in a significant loss of corporate knowledge and experience, which could have a negative impact upon business operations. Alberta Justice must attract and retain knowledgeable legal counsel with the ability to handle high volumes of work, perform effectively in the courtroom, and deal with the increasing complexity of the practice of law. It will also be critical for the ministry to work with Alberta Infrastructure to develop a plan for court facilities that anticipates future growth and addresses the requirement for accessible, integrated and cost-efficient court facilities. The ministry must, through the many programs and services that it provides, continue to promote the public's confidence in the justice system.

Organized Crime, Technology and Globalization: Organized crime is evolving and expanding and this growth is facilitated by technology and globalization. Technology has facilitated the rapid movement of people, capital and information. Modern technology is making it much more difficult and costly for police to detect and investigate organized criminal activities and for the Prosecution Service and Court system to process these cases. New technology also creates opportunities for innovative approaches to increase accessibility and improve the efficiency of the justice system in Alberta. The challenge for the ministry will be to partner with national and international enforcement agencies to produce a credible response to complex global economic and organized crime.

Demographics: Alberta's population growth continues to outpace the national rate, and was among the strongest in Canada at 1.83 percent in 2001. Alberta's population grew by 280,000 over the last five years, topping the 3-million mark. Over 50 percent of that growth is due to inter-provincial migration. As Canada's population ages, there is a decreasing proportion of young adults "at risk" of committing crime or being victims and an increase in the proportion of elderly who are fearful of crime. Aboriginal people represent approximately 6 percent of the total population in Alberta according to the 1996 Census. Between 2000 and 2011 the Aboriginal population is projected to increase by 22 percent, versus 15 percent for Alberta's total population. The Aboriginal population is considerably younger than the general Alberta population.

Family Structure: Common-law and single-parent families increased 22 percent and 12 percent, respectively, between 1991 and 1996. More children are experiencing parental separation and growing up in non-traditional families. These trends will continue to contribute to an increase in the number of people accessing family courts, mediation services and parenting after separation courses.

Youth Trends: Youth crime increased 4.4 percent in 2000. Alberta has the second lowest youth crime rate of the four Western Provinces. Alberta has the highest use of young offender Alternative Measures programs, 359 cases per 10,000 youths. There were 704 young offenders placed on the Alternative Measures Program in 1994-95. This number increased to 858 in 2000-01.

Aboriginal Justice Issues: Alberta Justice will work with municipalities, non-governmental organizations, other government ministries, Aboriginal peoples and organizations to deliver services in a manner that supports community development and promotes safe Aboriginal communities. A joint partnership approach among federal/provincial/municipal governments and Aboriginal communities, which clarifies jurisdiction and responsibility and opportunities for partnerships, is required.

Community and Local Justice Issues: The Justice Summit identified the need for victims to have a more meaningful role in all stages of the justice process. Another developing trend is the movement towards treatment-based initiatives and specialization, such as drug treatment courts, mental health courts and domestic violence courts. Government is supportive of communities becoming more involved with the youth justice system at the local level.

VISION

Our vision is a democratic and prosperous Alberta based on respect for the law, where all Albertans are safe in their homes and communities and have confidence in the justice system, and where disputes are resolved fairly and effectively.

MISSION

Our mission is to serve Albertans by promoting safe communities, by ensuring access to the courts and other methods of dispute resolution, by providing legal and related strategic services to the Government of Alberta, and by communicating with Albertans about the administration of justice.

CORE BUSINESSES

The following core businesses are intended to reflect the primary responsibilities of the ministry and those organizations that report to the Minister:

1. **Prosecutions:** The Province is constitutionally responsible for the administration of justice in Alberta. The Criminal Justice Division is responsible for prosecuting all criminal and provincial statute offences, including homicide, assault (sexual, aggravated), impaired driving, break and enter, theft and fraud, speeding and other traffic violations, but excluding adult drug offences. In addition, the Division conducts all appeals resulting from prosecutions, provides criminal law advice to the Province, develops policy for senior management, supports criminal law consultations within the province and in Federal/Provincial/Territorial forums, and provides specialized prosecution services in areas such as commercial or corporate crimes.

2. **Courts:** Alberta Courts are presided over by an independent Judiciary. There are three levels of Court in the Province - the Court of Appeal, the Court of Queen's Bench and the Provincial Court. The Court of Appeal sits in 2 locations in the Province, the Court of Queen's Bench in 13 locations and the Provincial Court in 75 locations. The Court Services Division of the Ministry of Justice provides administrative support to the Courts, including registry services, court clerks, transcription services, sheriff's services, information technology services, mediation services, library services, security services, and judicial support. Court Services also provides advice and assistance to the Minister and the ministry in relation to court issues. Stakeholders of Court Services include the public, the legal profession, law enforcement agencies, correctional authorities and various service providers.

3. **Legal Services to Government:** Civil Law provides legal advice and assistance to all government ministries and represents them in matters before the courts and tribunals. Constitutional and Aboriginal Law provides specialized advice to the government in constitutional and Aboriginal law matters. Legal Research and Analysis provides advice on legislative policy. The Legislative Counsel Office is responsible for drafting government public bills, regulations and Orders in Council.

4. **Justice Services to Albertans in Need:** Through its programs and services, the Ministry of Justice provides support and protection to vulnerable citizens, including families who depend on court-ordered maintenance payments, individuals unable to protect their financial interests, and individuals who cannot afford legal counsel.

GOALS

Alberta Justice will respond to the issues facing the justice system and fulfill its vision, mission and mandate through five business plan goals. The ministry has identified strategies and key initiatives that will support the overall goals and priorities identified in the Government of Alberta Business Plan. These strategies are listed on the following pages and involve partnerships with Alberta Solicitor General, other government ministries, the Judiciary, the legal community, Aboriginal people, and our stakeholders in policing, community organizations and local governments. For each business plan goal, performance measures and targets have been developed to assess our progress in achieving the desired results.

GOAL 1: Promote Safe Communities in Alberta.

Albertans have told us that they want peaceful communities in which they can live, work and raise families in safety and security without fear of crime or victimization. While each goal is important, virtually everything Justice does is tested against this goal.

GOAL 2: Ensure victims have a more meaningful role in the criminal justice system.

Recognizing the needs of the victim in the criminal justice system helps restore the balance of society in a humane and fair way and is an important goal of our justice system. Helping victims achieve closure is an essential part of restoring their feeling of safety in the community. Alberta Justice is committed to providing effective services to victims of crime and expanding the role of the victim in the criminal justice system.

GOAL 3: Provide access to justice services for Albertans in need.

Albertans require access to a broad range of justice services including courts, prosecutorial services and appropriate dispute resolution mechanisms. In addition, services such as maintenance enforcement, estate and trust administration services, victim assistance, and legal aid contribute to the preservation of a safe society for Albertans where justice prevails.

GOAL 4: Improve access to civil and criminal justice.

The justice system is responsible for providing the infrastructure to resolve criminal and civil disputes. This includes the provision of court resources; scheduling mechanisms; prosecutorial services and appropriate dispute resolution mechanisms. Where appropriate, mediation, judicial dispute resolution and mini-trials are used as alternatives to the traditional court process, and by speeding up the process and lowering costs, they can improve access.

GOAL 5: Provide effective legal services to the Government of Alberta.

The government performs a number of roles as service provider, community partner and lawmaker. These roles involve relationships with individuals, families, communities, businesses and other governments. Effective legal services reduce the potential for conflict involving the government and protect and advance the interests of the government. By providing strategic corporate advice, Justice can assist other ministries in achieving their policy objectives, while minimizing conflict and constitutional questions.

STRATEGIES AND PERFORMANCE MEASURES

The ministry continues to develop and improve the performance measures that are used to assess the effectiveness of strategies and achievement of business plan goals. This work includes finding better ways of assessing the achievement of desired results and the quality of ministry programs and services.

The reorganization of Government resulted in the transfer of several measures that were reported in the Justice Business Plan to Alberta Solicitor General, and in the requirement to develop new performance measures that reflect the role of Alberta Justice in achieving the goals set out in this business plan. Alberta crime rates, victimization rates and other data related to the goal of safe communities continue to be tracked and reported in the business plan of Solicitor General. In addition to the measures that are identified in the business plan, Alberta Justice also measures and tracks additional performance information related to ministry programs and services for management and internal reporting. This information will be reported as supplemental information in the ministry Annual Report.

Performance targets have been identified based on establishing a challenging and achievable level of performance for each measure. Targets for 2002-03 have not been adjusted from 2001-02 levels where current performance is viewed has being at an appropriate level of excellence, and maintaining the current level of performance represents a significant challenge for the ministry.

GOAL 1: PROMOTE SAFE COMMUNITIES IN ALBERTA

Relates to Government Business Plan Goals:

- Alberta will be a safe place to live and raise families.
- The well-being and self-reliance of Aboriginal people will be comparable to that of other Albertans.
- Alberta will work with other governments and maintain its strong position in Canada.

STRATEGIES / INITIATIVES

1.1. Enhance our focus on serious and violent crime:
  - Work with the R.C.M.P., Calgary Police Service and other involved agencies, providing legal advice and assistance with planning and training, to contribute to a safe G8 Summit.
  - Develop a Provincial Impaired Driving enforcement strategy, in conjunction with Alberta Solicitor General, Alberta Transportation, and police agencies.
  - Develop and implement the organized crime strategy (which would include the proposed terrorism offences), including working with Justice Canada on a proposal for a joint organized crime/terrorism prosecution team, in conjunction with stakeholders.
  - Organize and host a bi-national Economic Crime Workshop in 2002.

1.2. Work with Alberta Solicitor General, Justice Canada and other stakeholders to develop guidelines, business processes, information technology, and provide training to ensure effective prosecution of new legislation, including:
  - *Youth Criminal Justice Act*
  - Proposed Criminal Code amendments (Bill C-15), which include offences relating to child pornography and luring.

1.3. Promote culturally sensitive approaches to prosecutions including:
  - Enhance Aboriginal Awareness programs and improve staff access to them.

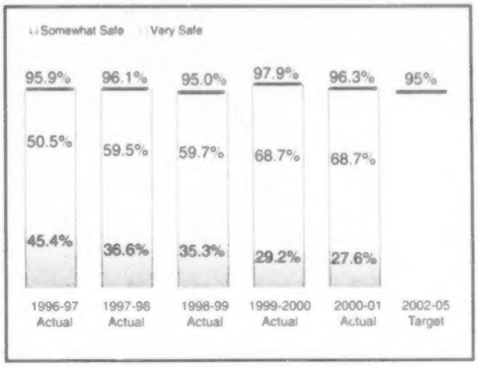
1.4. Develop innovative court strategies to address domestic violence, including:
- Develop an Edmonton Domestic Violence Court in conjunction with the Judiciary and other stakeholders.
- Participate in and support the Calgary Domestic Violence Intake Court project.
- Review police and prosecution domestic violence policy with the Federal/Provincial/Territorial Working Group.
- On-going involvement with the interdepartmental committee on family violence to optimize effective use of the Protection Against Family Violence Act.

1.5. Explore an alternative means of dealing more effectively with young persons in conflict with the law who suffer from Fetal Alcohol Syndrome (FAS), in conjunction with stakeholders in the Lethbridge project.

CORE PERFORMANCE MEASURES

1. Public Perception of Safety in the Home

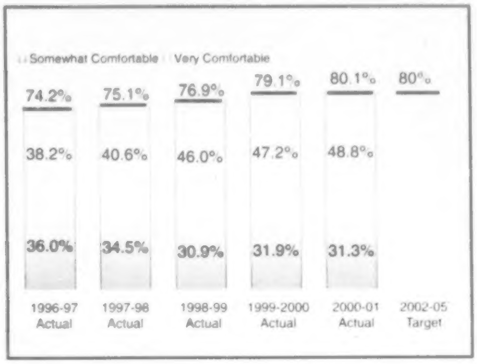
The percentage of Albertans who feel "somewhat safe" to "very safe" in their own homes.



Source: Annual Public Opinion Survey

2. Public Perception of Safety in the Neighbourhood

The percentage of Albertans who feel "somewhat comfortable" to "very comfortable" walking alone in their neighbourhoods at night.



Source: Annual Public Opinion Survey

GOAL 2: ENSURE VICTIMS HAVE A MORE MEANINGFUL ROLE IN THE CRIMINAL JUSTICE SYSTEM

Relates to Government Business Plan Goals:
- Alberta will be a safe place to live and raise families.
- Our children will be well cared for, safe, successful at learning and healthy.
- Alberta will have effective and efficient infrastructure.
- Alberta will work with other governments and maintain its strong position in Canada.

STRATEGIES / INITIATIVES

2.1. Identify and implement best practices that assist child victims of crime in conjunction with stakeholders in support of the Government's Cross-Ministry Alberta Children and Youth Initiative:
- Pilot a child protection prosecution unit in the Edmonton Crown Office
- Explore a protocol to fast track child victim of crime cases with the Judiciary and Court Services
- Explore the development of child friendly facilities, including courtrooms and interview rooms
- Work with Alberta Solicitor General to enhance court preparation for children
- Participate in the review being conducted by the Federal Department of Justice of the role of children in the Justice system.

2.2. Facilitate joint sessions between community victim service agencies and Crown offices to enhance awareness of victim needs.

STRATEGIES / INITIATIVES

2.3. Develop guidelines, business processes, and provide training to support the implementation of proposed legislation expanding the powers of the court to assist victims who have suffered a loss of property as a result of an illegal act.

2.4. Continue to enhance public assistance services across the Province, including:
- Pilot a partnership between Calgary Crown Public Assistance Unit and the Calgary Police Service Victim Assistance Unit to share volunteer resources to communicate with victims of crime

CORE PERFORMANCE MEASURES

1. Client Satisfaction with Public Assistance Program

Historical data not available
Target: to be established

Source: Client Satisfaction Survey,
Criminal Justice Division (to be developed)

GOAL 3: PROVIDE ACCESS TO JUSTICE SERVICES FOR ALBERTANS IN NEED

Relates to Government Business Plan Goals:

- Alberta will be a safe place to live and raise families.
- Our children will be well cared for, safe, successful at learning and healthy.
- Albertans unable to provide for their basic needs will receive help.
- Alberta will work with other governments and maintain its strong position in Canada.

STRATEGIES / INITIATIVES

3.1. Monitor the operation and evaluation of the Family Law Staff Counsel Pilot Project to serve legal aid recipients.

3.2. Continue provision of services through the Family Law Information Centre.

3.3. Continue to deliver high quality Parenting After Separation courses on dealing with and resolving conflicts to parents who are involved in the Family Court process.

3.4. Participate with the Legal Aid Society of Alberta and other provincial/territorial Ministries of Justice and legal aid plans in research being conducted by Federal Department of Justice to examine the extent of unmet needs in criminal legal aid and investigate the pressures and priority issues in civil legal aid.

3.5. Modernize and recommend amendments to the *Public Trustee Act*, including amendments to address the impact of the prudent investor rule.

3.6. Complete the design phase and begin the construction phase of the new Maintenance Information Management System to improve communications with clients and stakeholders.

3.7. Enhance Maintenance Enforcement Program (MEP) web-based technology.

3.8. Facilitate best practices in MEP business interactions with other Canadian jurisdictions through support for reciprocal enforcement legislation proposed by First Ministers.

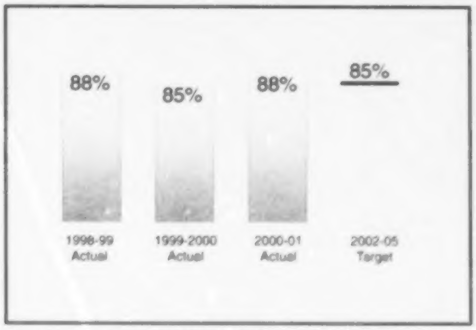
3.9. Develop a public education strategy, including partnerships with community organizations, to enhance knowledge of MEP programs and procedures.

3.10. Identify opportunities to share MEP file information with the Ministries of Children's Services and Human Resources and Employment to increase administrative fairness.

CORE PERFORMANCE MEASURES

1. Client Satisfaction with the Services of the Public Trustee's Office

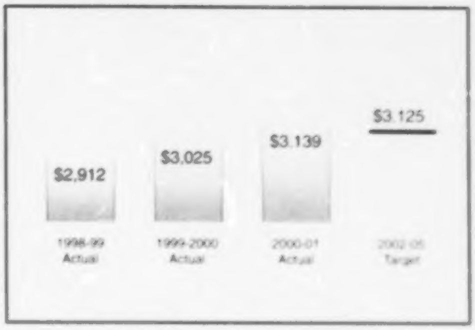
The percentage of clients "satisfied" to "very satisfied" with the services of the Public Trustee's Office.



Source: Client Satisfaction Survey, Public Trustee's Office

2. The Amount Collected on Maintenance Enforcement Program Files

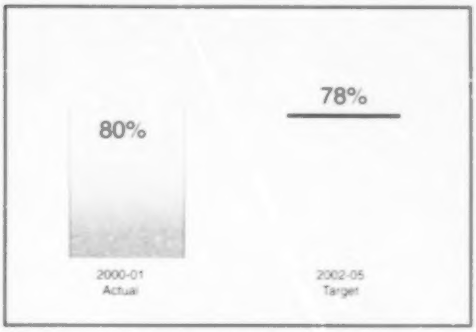
The dollars collected per file by the Maintenance Enforcement Program.



Source: Administrative data, Maintenance Enforcement Program

3. Maintenance Enforcement Program: Dollars Due Compared to Dollars Received (% Collected)

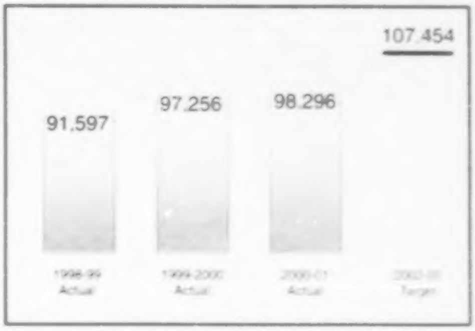
The program's collection rate on scheduled support and scheduled arrears payments.



Source: Administrative data, Maintenance Enforcement Program

4. Number of Eligible Albertans Receiving Legal Aid Services

The number of eligible persons receiving legal aid services.



Source: Administrative data, Legal Aid Society

GOAL 4: IMPROVE ACCESS TO CIVIL AND CRIMINAL JUSTICE

Relates to Government Business Plan Goals:

- Alberta will be a safe place to live and raise families.
- Our children will be well cared for, safe, successful at learning and healthy.
- The well-being and self-reliance of Aboriginal people will be comparable to that of other Albertans.
- Alberta will have effective and efficient infrastructure.
- Alberta's workforce will be skilled and productive.
- Alberta will have a financially stable, open and accountable government.

STRATEGIES / INITIATIVES

4.1. Enhance access to Family Court by:

  - developing a plan to implement government's response to the Unified Family Task Force Report.
  - examining the feasibility of expanding Family Mediation services throughout the Province.
  - working with the judiciary, other ministries and stakeholders to make the family court system more user friendly and easier to understand.

4.2. Propose reforms to update and consolidate existing family law to make it more accessible to Albertans.

STRATEGIES / INITIATIVES

4.3. Develop alternative dispute resolution mechanisms for use in civil litigation to reduce cost/time of litigation:
  - Coordinate focus groups to recommend overall direction for court alternative dispute resolution (ADR) in Alberta.

4.4. Assist with the identification, development and implementation of Aboriginal and justice community initiatives.

4.5. Explore the use of technology as a primary tool to improve access to the court system through initiatives such as caseflow management systems, support for the Alberta One-Window Initiative, and electronic filing.

4.6. Review an increase to the civil claims limit to allow for improved access by self-represented litigants.

4.7. Review other opportunities for improvements to court processes such as establishment of specialized courts (e.g., drug courts).

4.8. Develop a process to resolve cases more quickly and effectively in conjunction with the Judiciary, defence bar, police agencies, and other stakeholders:
  - Implement recommended strategies to better manage provincial court cases in conjunction with stakeholders, including the Judiciary and defence bar.
  - Enhance standards for bringing evidence before the court in conjunction with Alberta Solicitor General and police services.
  - Encourage and assist with the training of police agencies in the implementation of the recommendations of the Affidavit Committee, which are designed to reduce the number of witnesses required to attend at court to testify at trial.

4.9. Undertake a renewal process to modernize the prosecution service. In addition to addressing workload issues, the renewal process will include an operational review to identify process and structure options to improve service delivery and support organizational renewal.

4.10. Work in partnership with the Alberta Law Reform Institute to rewrite and reduce the complexity of the Rules of Court.

4.11. Review compensation for witnesses, jurors and interpreters.

4.12. Improve public understanding and knowledge about the justice system through an education strategy and Justice website.

4.13. Develop a Lawyer's Guide to the Maintenance Enforcement Program (MEP) to improve legal services to the public.

4.14. Continue to support standardized maintenance orders to reduce conflict between creditors and debtors, and to improve enforceability and administrative timeliness.

4.15. Examine the use of family conferencing for the resolution of conflicts that impede MEP collections.

4.16. Continue to support and develop Court Initiatives in First Nation communities.

4.17. Work with Alberta Infrastructure and the Judiciary to consolidate the Calgary courts to ease crowding and make it easier for Albertans to access the justice system.

4.18. Work with Alberta Solicitor General to enhance the integration and effectiveness of the provincial court security program to ensure the safety of the Judiciary, prosecutors, court staff and the general public.

4.19. Develop a strategy to address increasing traffic ticket and bylaw volumes and ensure effective processing of these matters in the Courts.

4.20. Work with the Federal/Provincial/Territorial Working Group to determine the feasibility of a Unified Trial Court.

4.21. Determine the feasibility of the recovery of revenue from corporations for lengthy civil trials.

4.22. Implement recommendations arising from the post-implementation review of the *Civil Enforcement Act*.

4.23. Review law reform and other reports for consideration of possible amendments to Justice administered legislation to improve access to justice.

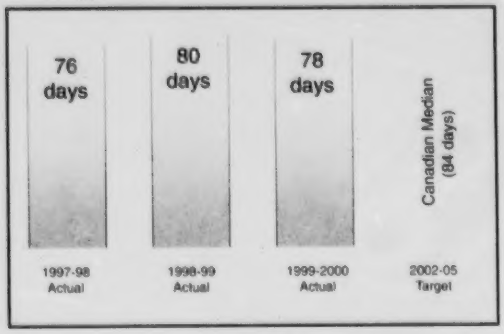
4.24. Make available to the public information on the application and operation of the Hague Convention on the civil aspects of international child abduction and the *Alberta International Child Abduction Act*.

4.25. Make available to the public information on the purpose and operation of the Office of the Chief Medical Examiner.

CORE PERFORMANCE MEASURES

1. Median Elapsed Time from First to Last Appearance

The median elapsed time in days that it takes to process a case in Provincial Criminal Court from first to last appearance.



Source: Adult Criminal Court Survey, 1999-00
Canadian Centre for Justice Statistics

GOAL 5: PROVIDE EFFECTIVE LEGAL SERVICES TO THE GOVERNMENT OF ALBERTA

Relates to Government Business Plan Goals:

- Alberta will have a financially stable, open and accountable government.
- Alberta's workforce will be skilled and productive.

STRATEGIES / INITIATIVES

5.1. Explore new models of service to address the increasing volume and complexity of prosecutions arising from Provincial Statutes.

5.2. Assess and develop recommendations on the use of legal service agreements with client ministries to enhance the effectiveness of legal services.

5.3. Implement an automated contingent liability and sensitive file tracking system to improve efficiency of provision of legal and related strategic advice to client ministries.

5.4. Enhance the strategic legal advisor role of Justice by:
  - Preparing a Government Litigation Manual
  - Using the Government Litigation Manual and the Vision, Mission and Guiding Principles of Civil Law as the foundation for presentations to each client ministry on the role of Justice and client ministries in addressing legal and strategic issues
  - Periodically distributing a client focused newsletter to client ministries that will provide updates on developments in the law relevant to government and review legal and strategic issues of importance to client ministries.

5.5. Offer and provide training sessions in legislative development to legislative planners in client ministries.

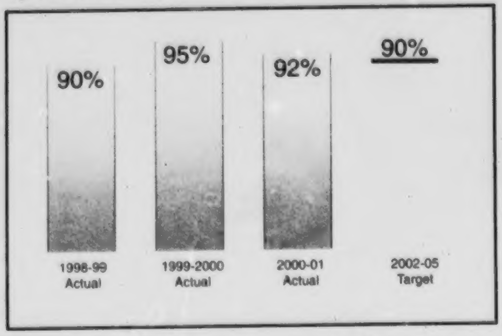
5.6. Establish and lead government-wide committees at the Assistant Deputy Minister level on legal and related strategic issues of government wide importance.

5.7. Provide negotiation training courses to Civil Law lawyers.

CORE PERFORMANCE MEASURES

1. Client Satisfaction with Legal Services

The percent of client ministries "satisfied" to "very satisfied" with the legal services provided by Alberta Justice.



Source: Client Satisfaction Survey, Legal Services Division

COLLABORATION WITH ALBERTA SOLICITOR GENERAL

To ensure effective and efficient administration of justice in the province, the ministry continues to work closely with Alberta Solicitor General in the development of business plan strategies and initiatives, as well as activities such as environmental scanning and development of effective measures of results.

This business plan is the result of that collaboration, and the achievement of the business plan goals of Alberta Justice will involve joint activity by both ministries as well as on-going partnership with many other government ministries, and stakeholders in policing, community organizations, local government, and with Aboriginal people.

Specific strategies are described under each goal above. Major areas of collaboration with Alberta Solicitor General to achieve ministry strategic priorities include:

Serious and Violent Crime Strategy: working to focus the resources of the criminal justice system on an integrated and cooperative effort to combat serious and violent crime and deal effectively with those offenders who pose the most serious risk of significant harm.

Organized Crime Strategy: working in partnership with Alberta Solicitor General, Criminal Intelligence Service Alberta (CISA), and policing partners to focus resources on development of strategies to detect, combat and control organized crime in Alberta.

Youth Criminal Justice Act: working with police services, Alberta Solicitor General, Justice Canada and other stakeholders to draft policy and training materials and revise guidelines, business processes, information technology as appropriate to the requirements of the *Youth Criminal Justice Act.*

Provincial Impaired Driving Enforcement Strategy: working in partnership with other stakeholders including government, non-government, police and interest groups is required due to the important role that enforcement plays in addressing impaired driving. The goal is to reduce the prevalence of alcohol-impaired driving and consequently, the number of deaths, injuries and property losses resulting from alcohol-related crashes in Alberta. The key areas of impaired driving initiatives include awareness, enforcement, research and legislation.

Community Justice Initiatives: working in partnership with Alberta Solicitor General, the ministries of Health and Wellness, Learning, Community Development, Aboriginal Affairs and Northern Development, Human Resources and Employment, and Children's Services, and with the Alberta Mental Health Board and AADAC to support existing and develop new community-based restorative justice initiatives.

Victims Services: increasing awareness of staff and community organizations about the role of the victim in the criminal justice system and programs and services that are available and working together to ensure victims receive information about their opportunities to have a more meaningful role in the criminal justice process.

Domestic Violence: Alberta Justice continues to support Domestic Violence Initiatives such as the pilot Calgary Domestic Violence Intake Court project. As one of several partnering ministries, the ministry will continue to support the approval of a provincial Family Violence Treatment Framework. This framework is currently being led by the Alberta Mental Health Board and Alberta Health and Wellness.

Enhancing Court Security: working with Alberta Solicitor General and other stakeholders to draft a plan that provides enhanced integration, effectiveness and seamless security to the court security program.

PRIORITY POLICY CROSS-MINISTRY INITIATIVES

Alberta Justice will demonstrate leadership and contribute to the implementation of cross-ministry policy and administrative initiatives, including:

Aboriginal Policy Initiative: the ministry will continue to champion and co-chair the Aboriginal Policy Initiative working with Aboriginal people, federal and municipal governments, industry and other interested parties to improve the well-being and self-reliance of Aboriginal people and clarify federal, provincial and Aboriginal roles and responsibilities.

The ministry will also continue to develop a Provincial Mental Health Diversion framework suitable for the needs of Aboriginal people.

Alberta Children and Youth Initiative: Alberta Justice will work with other ministries and stakeholders to identify and implement best practices with respect to assisting child victims and children who are witnesses of crime. The ministry will work to ensure that programs, services and facilities are child-friendly, accessible and effective in achieving positive outcomes for Alberta's children and youth and support the overall government goal - our children will be well cared for, safe, successful at learning and healthy.

KEY CORPORATE STRATEGIES

HUMAN RESOURCE STRATEGIES

Alberta Justice will respond to ministry human resource priorities and the Corporate Human Resource Development Strategy in the 2002 - 2005 Justice Business Plan. Key initiatives will be undertaken to address four specific ministry and corporate strategies.

Building Leadership Capacity: to prepare for the future, Alberta Justice will develop proactive and responsible leaders who can effectively communicate and manage change. Leadership is required at all levels of the ministry to address demographic and ongoing organizational changes.

- Implement leadership training and development training programs.
- Continue the ministry Mentoring Program to develop and enhance the skills of potential leaders.
- Provide supervisors and managers with a training program designed to resolve conflict and maintain a positive workplace.
- Develop a continuous learning strategy for ministry employees.

Attracting and Retaining Talent: to position Alberta Justice as an employer of choice, comprehensive recruitment, attraction and knowledge management strategies are required.

- Provide supervisors and managers behavioural interviewing skills that ensure selection of the best candidates.
- Conduct exit interviews with employees to identify opportunities for improvement of current attraction and retention strategies.
- Participate and support cross-ministry initiatives pertaining to attraction and retention.
- Provide employees with formal and informal recognition for their contributions.

Aligning the Management of Human Resources: to ensure the management of human resources is aligned with government and ministry goals and priorities, Alberta Justice will continue to strengthen the Performance Management Process.

- Continue to implement a performance management model that aligns performance to the ministry's Business Plan.
- Develop processes to ensure employees understand how their work contributes to division and ministry values, goals and objectives.

Classification and Collective Bargaining: to ensure Alberta Justice participates in the government-wide implementation of classification and collective bargaining initiatives.

- The ministry will continue to participate in the implementation of classification reviews.
- The ministry will continue to participate in the negotiation and implementation of master and subsidiary agreements.

INFORMATION TECHNOLOGY MANAGEMENT STRATEGIES

Justice uses a variety of Information Technology Management strategies to support its mission and core businesses. Justice relies on a number of very large mainframe-based computer systems to store and process information for the courts and prosecution services. Justice will continue to maintain and enhance all its systems to ensure that they operate in an efficient and effective manner for Justice and for its partners in civil and criminal justice.

Justice will continue to develop and enhance the use of the Internet to provide services to the public and stakeholders. Justice will also use the Internet as an educational tool to provide the public with information about Justice programs, services and initiatives.

Justice will continue the development, construction and implementation of a new technologically-advanced computer information system for the Maintenance Enforcement Program, scheduled for deployment in 2004. This and other initiatives will demonstrate Justice's commitment to deliver high quality services using both electronic and standard service delivery models.

As the SuperNet high-speed network project is deployed across Alberta, Justice will examine ways to utilize this technology to improve service to Albertans, for example by using videoconferencing in the courts. Justice will respond to federal legislative changes such as the *Youth Criminal Justice Act* by adjusting computer systems and operational procedures as needed to support the new legislation.

Justice is a partner in the National Justice Statistics Initiative, working with Federal, Provincial and Territorial Deputy Ministers responsible for the administration of justice in Canada, and Statistics Canada, through the Canadian Centre for Justice Statistics. The purpose of this initiative is to develop Canada's system of justice statistics and information in order to support the administration of justice, and to ensure that accurate information regarding the nature and extent of crime and the administration of justice is available to the public.

Justice will continue to examine ways in which elements of civil and criminal justice information systems operated by Justice and its partners can be integrated to improve accuracy, reliability and service delivery. Justice will participate in cross-ministry initiatives such as the Traffic Safety Data Project. Justice will renew its technical infrastructure in line with cross-government standards, using practices that will maximize value to Justice and the government. Justice supports and will work within the government-wide policy "Connecting for the Future - A Government of Alberta Strategy for Information and Technology Management".

BUSINESS RESUMPTION PLAN

The original Business Resumption Plan was filed with Disaster Services in October 1999. The plan required updating to reflect the March 2001 government reorganization, and to comply with the requirements of the *Disaster Services Act*. The ministry's plan contains a consolidated ministry plan outlining the communication and escalation process, current business function priorities within the ministry, and a synopsis of the contingency objectives and strategies for each business function within the divisional plans. The revised Business Resumption Plan for Alberta Justice was filed with Disaster Services in January 2000.

Expense by Core Business

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Core Business						
Courts	107,641	89,769	93,863	96,299	99,580	100,312
Justice Services to Albertans in Need	69,319	80,909	79,323	81,095	80,158	82,877
Prosecutions	26,869	27,773	32,043	36,283	40,934	41,457
Legal Services to Government	17,450	20,041	21,852	22,473	21,181	21,696
MINISTRY EXPENSE	221,279	218,492	227,081	236,150	241,853	246,342

Ministry Statement of Operations

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Transfers from Government of Canada	7,954	8,158	9,168	9,121	7,841	7,841
Investment Income	438	325	350	325	325	325
Premiums, Fees and Licences	32,850	30,161	30,922	33,774	33,779	33,784
Other Revenue	59,301	42,697	44,772	57,024	59,009	60,063
MINISTRY REVENUE	100,543	81,341	85,212	100,244	100,954	102,013
EXPENSE						
Program						
Ministry Support Services	8,634	10,471	10,540	10,503	11,288	11,283
Court Services	102,803	85,314	89,352	91,864	94,779	95,566
Legal Services	51,744	55,631	61,606	65,420	67,120	70,842
Support for Legal Aid	22,542	27,242	27,242	28,187	28,798	28,798
Public Trustee	7,493	7,433	7,696	8,091	8,419	8,442
Medical Examiner	4,336	4,441	4,614	4,556	4,531	4,493
Motor Vehicle Accident Claims	22,415	27,587	25,658	27,156	26,545	26,545
Valuation Adjustments and Other Provisions	1,312	373	373	373	373	373
MINISTRY EXPENSE	221,279	218,492	227,081	236,150	241,853	246,342
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(120,736)	(137,151)	(141,869)	(135,906)	(140,899)	(144,329)

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	100,543	81,341	85,212	100,244	100,954	102,013
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	100,543	81,341	85,212	100,244	100,954	102,013
Ministry Program Expense	221,279	218,492	227,081	236,150	241,853	246,342
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**221,279**	**218,492**	**227,081**	**236,150**	**241,853**	**246,342**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(120,736)	(137,151)	(141,869)	(135,906)	(140,899)	(144,329)

Learning

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 4, 2002 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

Dr. Lyle Oberg, *Minister of Learning*
March 4, 2002

ALBERTA LEARNING 2002-05 BUSINESS PLAN

Through the 2002-05 Business Plan, Alberta Learning sets a long-term direction for achieving quality lifelong learning supported by a system that is responsive, flexible, accessible and affordable. Alberta Learning works with stakeholders to ensure all components of the business plan continue to support the changing needs of learners.

VISION Optimizing human potential.

MISSION Alberta Learning's leadership and work with stakeholders build a globally recognized lifelong learning community that enables Albertans to be responsible, caring, creative, self-reliant and contributing members of a knowledge-based and prosperous society.

PRINCIPLES

Learner centered	by focusing the business of the lifelong learning system on the learner.
Accessible	by providing Albertans with access to quality learning opportunities.
Collaborative	by working with partners and stakeholders to develop seamless lifelong learning.
Accountable	by ensuring system and fiscal accountability.
Responsive	by creating a flexible learning system that meets and anticipates learner need.
Innovative	by implementing the latest global learning and technology solutions.
Equitable	by providing equitable access to lifelong learning opportunities.

VALUES Respect / Integrity / Trust / Openness / Caring

CORE BUSINESSES 1) Basic Learning 2) Adult Learning
3) Apprenticeship and Industry Training

CORE DELIVERY DIVISIONS

Alberta Learning's three core delivery divisions provide learning services and standards for the learning system. These divisions work closely to ensure program continuity and smooth transitions for learners.

Basic Learning Division
Supports school authorities and learners up to grade 12 by developing and setting standards, evaluating curriculum, certificating teachers and supporting students with diverse needs.

Adult Learning Division
Assists adult learners by funding educational providers, approving public institution programs of study, licensing and accrediting private provider programs, funding services for immigrants and providing student financial assistance.

Apprenticeship and Industry Training Division
Supports apprentices and the industry network by facilitating development and maintenance of industry training and certification standards, providing registration and counseling services to apprentices and employers, working with institutions to coordinate technical training and certifying apprentices and others who meet industry standards.

INTEGRATING AND SUPPORTING DIVISIONS

The integrating and supporting divisions provide services that focus on ministry-wide operations and facilitate integration and accountability across all divisions.

Information and Strategic Services Division
Provides Ministry policy options, planning, information management and learning technologies support.

System Improvement and Reporting Division
Verifies learner achievement, reports and evaluates performance, assesses outcomes, and fosters continuous improvement.

Corporate Services Division
Ensures system and fiscal accountability, develops budget plan and human resource capacity, and provides print and resource management.

Communications Branch
Shares information and achievements.

LINKAGES TO GOVERNMENT'S CORE BUSINESSES AND GOALS

GOVERNMENT CORE BUSINESSES

- **People** ... The goals are directed at improving the quality of life in Alberta for individuals and their families through the government's priorities for health, education, our children, those in need, and Aboriginal Albertans.
- **Prosperity** ... The goals focus on protecting the quality of life in Alberta through the government's priorities for our economy, work force and work places, infrastructure, value-added industries, export trade, and financial and fiscal position.
- **Preservation** ... The goals reflect the government's priorities for community safety, our renewable resources, the environment, our natural, historical and cultural resources, and Alberta's relations with other levels of government.

GOVERNMENT GOALS RELATED TO THE LEARNING SYSTEM

- Our children will be well cared for, safe, successful at learning and healthy.
- Alberta students will excel.
- Albertans will be independent.
- The well-being and self-reliance of Aboriginal people will be comparable to that of other Albertans.

- Alberta will have a prosperous economy.
- Alberta's workforce will be skilled and productive.
- Alberta businesses will be increasingly innovative.
- Alberta will have effective and efficient infrastructure.
- Alberta will have a financially stable, open and accountable government.
- Alberta businesses will increase exports.

- Alberta will work with other governments and maintain its strong position in Canada.

MINISTRY CORE BUSINESSES

1) Basic Learning
2) Adult Learning
3) Apprenticeship and Industry Training

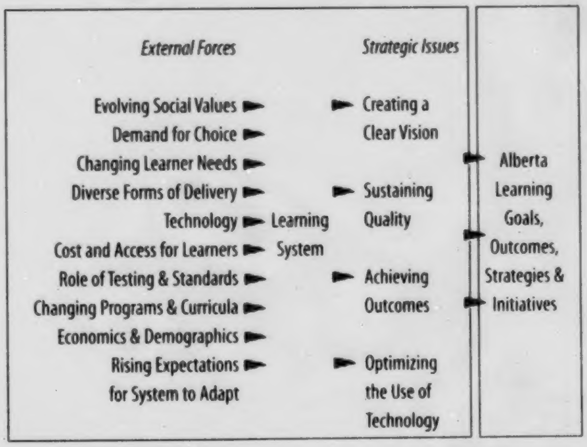
MINISTRY GOALS

1) High Quality Learning Opportunities
    - Responsive and Flexible, Accessible, and Affordable
2) Excellence in Learner Achievement
3) Well Prepared Learners for Lifelong Learning, World of Work, and Citizenship
4) Effective Working Relationships
5) Highly Responsive and Responsible Ministry

STRATEGIC ISSUES FOR ALBERTA LEARNING

There are significant forces that impact the learning system. From these forces, the Ministry has identified priority strategic issues that provide the context for implementing strategies and initiatives identified in this business plan. These issues include:

- Demonstrating leadership in creating a clear vision of lifelong learning in Alberta
- Sustaining the quality of the learning system in response to increased expectations
- Achieving outcomes for continuous improvement of the learning system
- Optimizing the use of technology to enhance learning opportunities in Alberta


External Forces
Strategic Issues
Evolving Social Values
Demand for Choice
Changing Learner Needs
Diverse Forms of Delivery
Technology
Cost and Access for Learners
Role of Testing & Standards
Changing Programs & Curricula
Economics & Demographics
Rising Expectations for System to Adapt
Learning System
Creating a Clear Vision
Sustaining Quality
Achieving Outcomes
Optimizing the Use of Technology
Alberta Learning Goals, Outcomes, Strategies & Initiatives

OUTCOMES, STRATEGIES AND INITIATIVES FOR ALBERTA LEARNING GOALS

To support the goals of Alberta Learning, the Ministry has developed outcomes for all Learning goals. Within each outcome, strategies and initiatives have been created to guide the Ministry over the next three years. Core performance measures are listed to assess progress. Targets are considered met if the result is within 95% of the target.

GOAL 1: HIGH QUALITY LEARNING OPPORTUNITIES

Outcome 1.1 ***Responsiveness and Flexibility***

The learning system meets the needs of all learners, society and the economy.

Measure 1.1.a Public satisfaction with the overall quality of basic education

1998-99 Actual	1999-2000 Actual	2000-01 Actual	2002-03 Target	2003-04 Target	2004-05 Target
66%	68%	70%	70%	70%	70%

Measure 1.1.b Satisfaction of recent post-secondary graduates with the overall quality of their education (data from surveys of 1998-99 graduates)

Universities Actual	Public Colleges Actual	Technical Institutes Actual	Private University Colleges Actual	System Total Actual	2002-03 Target	2003-04 Target	2004-05 Target
77%	85%	75%	92%	**80%**	80-85%	80-85%	To be set when sufficient data is available

Measure 1.1.c Satisfaction of recent apprenticeship graduates with on-the-job training

1998-99 Actual	2000-01 Actual	2002-03 Target	2003-04 Target	2004-05 Target
91%	92%	90%+	90%+	90%+

Measure 1.1.d Satisfaction of recent apprenticeship graduates with technical training

1998-99 Actual	2000-01 Actual	2002-03 Target	2003-04 Target	2004-05 Target
94%	95%	90%+	90%+	90%+

Strategy 1.1.1 Enhance the use of strategic information and consultation to identify and assess priority needs of learners and stakeholders.

Initiative a Undertake consultation and policy research initiatives including:

- Policy framework for lifelong learning
- Vision and framework for technology and its impacts on learning

b Establish, in collaboration with school boards, an efficient means of collecting results information on an on-going basis.

c Establish a new vision for the Kindergarten to Grade 12 (K- 12) system which helps students build basic and essential competencies.

Strategy 1.1.2 Ensure learning policies and programs meet priority needs of learners, society and the economy.

Initiative a Develop and implement policy and program responses to recommendations from the Native Education Policy Review:

- Work with Aboriginal communities and education providers on voluntary data collection
- Evaluate pilots and best practices for Aboriginal education programs
- Continue to develop programs and resources to support Aboriginal language and cultural education

b Implement the framework for Campus Alberta.

c Revise programs of study and resources in both English and French for selected programs including:

- Social Studies
- Career and Life Management (CALM)
- Sciences
- Second Languages

d Develop teaching and learning resources to respond to student differences.

e Implement recommendations from study on Improving Student Achievement in Early Childhood Services (ECS) - Grade 9 Mathematics.

f Develop a strategic framework from which the post-secondary learning system can meet future challenges.

Strategy 1.1.3 Partner with industry to ensure that the learning system responds to the changing needs of the economy.

Initiative a Identify labour force demand/supply pressures and develop approaches to ensure Albertans have the skills and knowledge to meet the changing economy.

b Enhance immigration policy and programs to meet priority skill needs of the economy:

- In conjunction with Economic Development and Human Resources and Employment, implement the Provincial Nominees Agreement pilot project
- Develop and implement policy and program responses to increase recognition of credentials of foreign-trained Albertans to increase their full participation in the labour market

c Collaborate with the Alberta Apprenticeship and Industry Training Board and the industry network of trade and occupation committees to enhance responsiveness of the apprenticeship and industry training system to the changing needs of industry.

Outcome 1.2 ***Responsiveness and Flexibility***

The learning system is flexible and provides a variety of programs and modes of delivery.

Strategy 1.2.1 Ensure learning programs are flexible to accommodate diverse learner needs.

Initiative a Continue to respond to the recommendations of the Special Education Review.

b Implement the third year of the Information and Communication Technology (ICT) program of studies and curriculum.

c Implement technological enhancements for a more user-focused Student Finance System and International Qualifications Assessment System (IQAS).

d Enhance client service, effectiveness and efficiency through technological and process improvements in the apprenticeship and industry training system.

Strategy 1.2.2 Provide alternative delivery approaches to meet diverse learner needs.

Initiative a Implement an On-line Curriculum Repository infrastructure containing multimedia content in a variety of curriculum areas and grade levels.

b Conduct an impact study of year round schooling options on student achievement.

c Develop capacity to deliver achievement tests and diploma examinations online.

d Communicate the results and effective practices of Alberta Initiative for School Improvement (AISI) projects, use project results to support continuous improvement in the basic education system, and share knowledge and successes with Alberta's teachers through the annual AISI symposium.

e Work with stakeholders to improve the provision of high quality learning opportunities and programs in school settings with small student populations as part of the Minister's Advisory Committee on Small School Programming.

f Develop the modular learning resources and alternate delivery approaches available to Alberta apprentices.

Outcome 1.3 ***Accessibility***
All Albertans can participate in quality learning.

Measure 1.3.a Public satisfaction that Albertans have ease of access to lifelong learning (under development)

Strategy 1.3.1 Enhance access to learning opportunities.

Initiative a Develop and implement with educational providers a collaborative, qualitative research process to examine effective uses of the SuperNet for learning in a variety of settings.

b Examine with stakeholders ways of enabling and sustaining access to quality learning programs in sparsely populated rural communities.

c Work with stakeholders to communicate career paths in the trades and their benefits to high school students.

Strategy 1.3.2 Ensure that there is the physical, technological and human resource capacity to meet the demands of the learning system.

Initiative a Implement the rollout of the SuperNet for the learning system with Innovation and Science and other stakeholders.

b Ensure the capital needs of the post-secondary system are identified.

c Address long-term human resource capacity for the learning system in consultation with schools and post-secondary institutions.

d Transfer to Infrastructure the operations and maintenance budget for the operation and maintenance of school buildings.

e Work with Infrastructure to initiate a post-secondary facilities utilization study.

Outcome 1.4 ***Affordability***
Financial need is not a barrier to learners participating in learning opportunities.

Measure 1.4.a Public satisfaction with the affordability of the learning system (under development)

Strategy 1.4.1 Encourage learners and their families to prepare financially for learning opportunities.

Initiative a Initiate action plans to help students make informed choices for further learning through the Accessibility Communication Framework.

Strategy 1.4.2 Ensure resources are available to enable learners to participate in learning opportunities.

Initiative a Continue to work with post-secondary institutions and students to ensure tuition fees remain affordable.

b Implement options to enable student debt levels to be manageable for learners and their families.

Outcome 1.5 ***Affordability***
The learning system is affordable.

Measure 1.5.a Refer to Measure 1.4.a

Strategy 1.5.1 Improve flexibility and responsiveness of funding mechanisms for the learning system.

Initiative a Continue to respond to recommendations from the MLA Post-Secondary Funding review.

Strategy 1.5.2 Continue to monitor and respond to critical cost pressures.

Initiative a Design a new funding allocation model that complements the Outcomes Review for Basic Education in consultation with stakeholders.

b Working with Innovation and Science, strengthen the research capability of Alberta's universities.

GOAL 2: EXCELLENCE IN LEARNER ACHIEVEMENT

Outcome 2.1 ***Learners demonstrate high standards***

Measure 2.1.a Students who achieved standards on grades 3, 6 and 9 Provincial Achievement Tests

	Results for All Students in Grade				Results for Students Who Wrote			
Grade / Subject *acceptable/excellence*	**2000-01 Actual**	**2002-03 Target**	**2003-04 Target**	**2004-05 Target**	**2000-01 Actual**	**2002-03 Target**	**2003-04 Target**	**2004-05 Target**
Grade 3								
Language Arts	83%/16%	83%/17%	83%/17%	84%/18%	89%/17%	90%/18%	91%/18%	90%/19%
Mathematics	82%/24%	82%/24%	82%/24%	83%/25%	88%/25%	89%/26%	89%/26%	90%/27%
Grade 6								
Language Arts	79%/15%	79%/16%	79%/16%	80%/17%	85%/16%	85%/17%	86%/17%	86%/18%
Mathematics	79%/18%	78%/17%	79%/18%	80%/19%	85%/19%	85%/18%	86%/19%	86%/19%
Science	82%/25%	80%/25%	81%/25%	81%/25%	88%/27%	88%/27%	88%/27%	88%/27%
Social Studies	79%/19%	78%/18%	78%/18%	NA	85%/20%	85%/20%	85%/20%	NA
Grade 9								
Language Arts	79%/13%	80%/13%	80%/13%	81%/14%	89%/15%	90%/15%	90%/16%	90%/16%
Mathematics	67%/16%	70%/15%	70%/15%	70%/15%	75%/18%	77%/17%	77%/17%	78%/17%
Science	72%/12%	72%/12%	72%/13%	72%/14%	80%/13%	79%/14%	80%/14%	80%/15%
Social Studies	73%/16%	73%/16%	73%/16%	NA	82%/18%	81%/18%	81%/18%	NA

Notes: The percentages achieving the acceptable standard include the percentages achieving the standard of excellence. Targets are not set for the first year of new curriculum and are marked not applicable (NA).

Measure 2.1.b Students who achieved standards on diploma examinations

Subject *acceptable/excellence*	**1999-2000 Actual**	**2000-01 Actual**	**2002-03 Target**	**2003-04 Target**	**2004-05 Target**
English 30	89%/16%	89%/19%	To be set when data that is comparable from year to year is available.		
English 33	88%/8%	87%/8%			
Social Studies 30	84%/16%	85%/19%			
Social Studies 33	81%/13%	81%/13%			
Pure Mathematics 30	NA	77%/20%			
Applied Mathematics 30	NA	82%/11%			
Biology 30	81%/23%	81%/27%			
Chemistry 30	84%/24%	79%/22%			
Physics 30	83%/28%	79%/24%			
Science 30	78%/11%	83%/14%			

Notes: The percentages achieving the acceptable standard include the percentages achieving the standard of excellence. The diploma examination program is being revised to introduce comparability from year to year. The 2000-01 school year was the first year for implementation of Pure Mathematics 30 and for optional implementation of Applied Mathematics 30.

Strategy 2.1.1 Ensure that teaching and instruction in Alberta's funded learning system is consistently of high quality.

Initiative a Research and report on the effectiveness of teacher preparation.

b Develop a plan for pre-service/in-service programs that enhance the skills of teachers in integrating technology in consultation with education and provincial professional development providers.

Strategy 2.1.2 Improve the assessment of learner achievement.

Initiative a Ensure consistent standards on diploma examinations.

Strategy 2.1.3 Recognize learner achievement.

Initiative a Enhance awareness of education and training attained in other countries for entry into trades, professions and educational institutions.

b Ensure appropriate recognition of secondary learning for movement into the post-secondary system.

c Expand transferability of prior learning within the post-secondary system.

Strategy 2.1.4 Encourage and reward excellence.

Initiative a Expand Alberta scholarship programs and awards to recognize learner achievement.

b Establish, in consultation with industry, new scholarships to reward apprentice achievement.

c Work with Community Development to establish scholarships in recognition of the Queen's Golden Jubilee.

Outcome 2.2 ***Learners complete programs***

Measure 2.2.a High school completion of students within 5 years of entering grade 10

1999-2000 Actual	2002-03 Target	2003-04 Target	2004-05 Target
72%	72%	73%	75%

Measure 2.2.b Albertans (25-34) who completed high school, and who completed post-secondary programs

Schooling Level	1996-97 Actual	1997-98 Actual	1998-99 Actual	1999-2000 Actual	2000-01 Actual	2002-03 Target	2003-04 Target	2004-05 Target
High School								
Alberta	86.5%	86.9%	87.5%	87.5%	89.7%	90%	90%	90%
Canada	84.7%	85.9%	86.6%	87.1%	88.2%			
Post-Secondary								
Alberta	51.8%	53.3%	54.8%	55.4%	56.1%	58%	60%	62%
Canada	53.9%	56.2%	57.5%	58.3%	59.5%			

Measure 2.2.c Apprentices who completed their programs

1996-97 Actual	1997-98 Actual	1998-99 Actual	1999-2000 Actual	2002-03 Target	2003-04 Target	2004-05 Target
73%	74%	75%	75%	73%+	73%+	73%+

Measure 2.2.d Post-secondary completion (under development)

Strategy 2.2.1 Develop initiatives to assist learners to complete programs.

Initiative a Implement the outcomes of the *Removing Barriers to High School Completion Study* in consultation with school authorities and stakeholders.

GOAL 3: WELL PREPARED LEARNERS FOR LIFELONG LEARNING, WORLD OF WORK AND CITIZENSHIP

Outcome 3.1 ***Learners are well prepared for lifelong learning***

Children start school ready to learn.

Measure 3.1.a Readiness to learn measure (under development)

Strategy 3.1.1 Develop, implement, and evaluate early childhood initiatives.

Initiative a Support and assess impacts of intergovernmental and ministry initiatives for early childhood preschool programming such as the early literacy initiative, parent-child literacy, parenting supports, early years assessment and home visitations.

Outcome 3.2 ***Learners are well prepared for lifelong learning***

Albertans are able to learn continuously: in school, at work and in society.

Measure 3.2.a Public satisfaction that adult learners are well prepared for lifelong learning

1999-2000 Actual	2000-01 Actual	2002-03 Target	2003-04 Target	2004-05 Target
74%	77%	77%	78%	To be set when sufficient data is available

Strategy 3.2.1 Introduce initiatives that will help Albertans succeed in learning throughout all stages of their lives.

Initiative a Develop a framework and implement departmental initiatives in response to recommendations from the MLA Committee on Lifelong Learning.

Outcome 3.3 ***Learners are well prepared for employment***

Learners are successful in finding and maintaining employment.

Employers are satisfied with the knowledge, skills and attitudes of employees.

Measure 3.3.a Employment rates of post-secondary graduates

	1997-98 Actual	1999-2000 Actual	2002-03 Target	2003-04 Target	2004-05 Target
Employed in work related to training	78%	76%			
Employed in unrelated work	15%	17%			
Total Employed	**93%**	**93%**	**90%+**	**90%+**	**90%+**

Strategy 3.3.1 Create diverse opportunities that prepare learners to achieve career goals in local and global markets.

Initiative a Enhance interprovincial mobility for tradespeople through the Interprovincial Computerized Exam Management System, the Interprovincial Standards (Red Seal) Program and other alternate assessment and recognition programs.

b Develop enhanced learning information and services on Alberta Learning Information Service (ALIS) in consultation with Human Resources and Employment.

Outcome 3.4 ***Learners are well prepared for citizenship***

Measure 3.4.a Public satisfaction that learners are well prepared for citizenship

	1999-2000 Actual	2000-01 Actual	2002-03 Target	2003-04 Target	2004-05 Target
High School Students	41%	48%	48%	49%	To be set when data is available
Adult Learners	62%	67%	67%	68%	To be set when data is available

Strategy 3.4.1 Develop learning opportunities that will build an active and responsible citizenry.

Initiative a Provide volunteers with expanded opportunities to learn and contribute to their community.

b Incorporate citizenship and identity as foundational general learner outcomes in K-12 Social Studies.

Strategy 3.4.2 Create learning opportunities to help Albertans become successful in a global society.

Initiative a Implement the Alberta International Education Strategy.

b Respond to recommendations from the *Enhancing Second Language Learning Project* report.

GOAL 4 EFFECTIVE WORKING RELATIONSHIPS

Outcome 4.1 Effective working relationships meet the learning needs of Albertans

Measure 4.1.a Satisfaction of cross-ministry partners and learning system stakeholders with working relationships with Alberta Learning staff

	2000-01 Actual	2001-02 Actual	2002-03 Target	2003-04 Target	2004-05 Target
Collaborative	77%	86%	80%	80%	80%
Responsive	83%	90%	85%	85%	85%
Flexible	71%	66%	70%	70%	70%

Strategy 4.1.1 Collaborate with stakeholders in the design, delivery and evaluation of the learning system.

Initiative a Implement the recommendations of the Western Canadian Protocol (WCP) status review.

b Work with stakeholders to enhance the sustainability of the Safe and Caring Schools Initiative.

Strategy 4.1.2 Initiate, develop and support cross-ministry initiatives.

Initiative a Support priority policy cross-ministry initiatives: Aboriginal Policy Initiative, Economic Development Strategy, Health Sustainability Initiative and Alberta Children and Youth Initiative.

b Support key administrative cross-ministry initiatives: Alberta Corporate Service Centre Initiative, Corporate Human Resource Development Strategy, Corporate Information Management/Information Technology Strategy, and Alberta One-Window Initiative.

c Support other cross-ministry initiatives: People and Prosperity and Alberta Youth Employment Strategy.

d Alberta Community Development, Alberta Learning and The Alberta Library will collaborate on examination of challenges related to an electronic library information initiative.

Outcome 4.2 Joint initiatives contribute to the achievement of the social and economic goals of the province

Strategy 4.2.1 Clarify roles, responsibilities and accountabilities in the development and delivery of learning in Alberta in consultation with stakeholders.

Initiative a Advance priorities for on-line learning, a new model on federal and provincial roles in student assistance, post-secondary expectations and university research in consultation with Council of Ministers of Education, Canada (CMEC) and other stakeholders.

b Examine opportunities to work with the federal government on provincial priorities (broad band width communications, French language program funding, Information and Communication Technology and Heritage).

c Develop indicators and performance measures to support the outcomes framework for Early Childhood Services to Grade 12 (ECS-12) (Review Committee on Outcomes for Basic Learning) in consultation with stakeholders.

d Clarify roles and responsibilities for software licensing agreements, technology professional development, and other technology support in consultation with school jurisdictions and post-secondary institutions.

e In conjunction with other ministries and stakeholders support the implementation of recommendations from *A Framework for Reform, Report of the Premier's Advisory Council on Health*.

f Respond to the outcomes from the Future Summit.

Strategy 4.2.2 Strengthen partnerships with industry.

Initiatives a Introduce initiatives in partnership with the Canadian Education Resources Council to improve the quality of learning resources.

b Develop apprenticeship program responses to support the Alberta government goal of improving Aboriginal well-being, self-reliance and employability in consultation with industry, Aboriginal groups and other ministries.

GOAL 5: HIGHLY RESPONSIVE AND RESPONSIBLE MINISTRY

Outcome 5.1 ***The Ministry demonstrates leadership and continuous improvement in administrative and business processes and practices***

Measure 5.1.a Alberta Learning investment in employee training and development (under development)

Measure 5.1.b Efficiency measure (under development)

Strategy 5.1.1 Optimize the use of technology to support knowledge management, decision-making and communication.

Initiative a Implement the strategic plan for data collection, analysis and reporting.

b Develop standards for an Electronic Document Management (EDM) system for the Ministry to include a comprehensive Records Management Application.

Strategy 5.1.2 Continuously review programs and administrative practices for opportunities to improve effectiveness.

Initiative a Develop and implement a reporting system for private schools and private Early Childhood Services (ECS) operators that meets information and accountability needs and simplifies data collection.

b Develop and implement a Business Resumption Plan for Alberta Learning.

Strategy 5.1.3 Work with stakeholders to jointly review and evaluate initiatives to improve effectiveness.

Initiative a Refine and improve performance measures and measurement processes underlying the basic and adult learning accountability models in consultation with stakeholders.

b Through a review of the basic learning funding framework, ensure distribution is fair, equitable, flexible, supports the Review Committee on Outcomes recommendations and recognizes the fiscal realities of the Province.

Strategy 5.1.4 Improve the linkage between strategic, business, financial, human resource, information technology and performance measurement planning.

Initiative a Continue building human resource capacity in the Ministry by:

- implementing the initiatives of the Corporate Human Resource Development Strategy and the Ministry's human resources plan including the corporate executive development program
- providing information and processes that align staff performance with ministry and government business planning

b Identify processes and tools to enhance knowledge management in the Ministry.

c Implement and refine the Results-Oriented Government (ROG) learning strategy for the Ministry by introducing new modules on operational planning and risk management.

d Review and further enhance the ministry accountability framework to improve linkages between ECS-12 and adult learning.

Strategy 5.1.5 Implement approaches to reporting and communication that raise public awareness of the challenges and accomplishments of the Learning System.

Initiative a Enhance electronic and other methods to inform stakeholders and the public on the learning system and initiatives and results.

Expense by Core Business

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Core Business						
Support for Basic Learning	3,041,223	3,260,159	3,255,847	3,389,106	3,558,664	3,675,506
Support for Adult Learning	1,113,944	1,222,574	1,183,880	1,258,415	1,289,238	1,327,675
Support for Apprenticeship Training	14,831	18,747	19,555	20,813	17,913	16,903
MINISTRY EXPENSE	4,169,998	4,501,480	4,459,282	4,668,334	4,865,815	5,020,084

Ministry Statement of Operations

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Internal Government Transfers	107,587	71,400	70,400	103,800	125,800	125,800
School Property Taxes	1,151,175	1,048,000	1,077,500	1,093,000	1,136,000	1,182,000
Transfers from Government of Canada	177,146	148,644	167,331	174,586	171,644	168,018
Sales of Learning Resources	21,596	26,970	28,604	30,245	30,915	30,915
Premiums, Fees and Licences	4,645	4,330	4,983	4,866	4,893	4,921
Other Revenue	3,091	2,400	2,332	3,440	5,616	8,317
MINISTRY REVENUE	1,465,240	1,301,744	1,351,150	1,409,937	1,474,868	1,519,971
EXPENSE						
Program						
Operating Support to Public and Separate Schools	2,624,620	2,829,588	2,828,284	2,940,588	3,072,339	3,181,618
Teachers' Pensions	215,295	225,199	222,845	236,948	248,115	253,997
Early Childhood Services	123,420	158,223	158,223	164,225	169,123	173,477
Private School Support	54,699	58,221	58,221	60,501	62,140	64,942
Other Basic Learning Support	88,700	32,068	33,327	36,722	57,715	57,991
Student Health	26,529	27,750	27,750	28,547	28,994	29,384
Total Basic Learning Support	3,133,263	3,331,049	3,328,650	3,467,531	3,638,426	3,761,409
Less:						
Property Tax Support to Opted-Out Separate School Boards	(160,987)	(146,000)	(146,000)	(152,000)	(158,000)	(165,000)
Total Government Support to Basic Learning	2,972,276	3,185,049	3,182,650	3,315,531	3,480,426	3,596,409
Assistance to Post-Secondary Institutions	957,467	1,033,424	1,018,772	1,074,914	1,102,443	1,127,393
Support to Post-Secondary Learners	118,553	147,205	125,203	140,755	142,705	155,205
Total Adult Learning Support	1,076,020	1,180,629	1,143,975	1,215,669	1,245,148	1,282,598
Apprenticeship Delivery	10,727	14,223	15,027	16,281	15,603	15,603
Ministry Support Services	29,318	29,664	29,098	29,530	29,706	29,706
Program Delivery Support	76,277	84,415	85,183	87,432	88,457	88,457
Program Expense*	4,164,618	4,493,980	4,455,933	4,664,443	4,859,340	5,012,773
Debt Servicing Costs						
Alberta School Foundation Fund	5,380	7,500	3,349	3,891	6,475	7,311
MINISTRY EXPENSE	4,169,998	4,501,480	4,459,282	4,668,334	4,865,815	5,020,084
Gain (Loss) on Disposal of Capital Assets	(16)	-	-	-	-	-
NET OPERATING RESULT	(2,704,774)	(3,199,736)	(3,108,132)	(3,258,397)	(3,390,947)	(3,500,113)

- * Subject to the *Fiscal Responsibility Act*. Program expense includes the province's cash payments towards the unfunded pension liability (which will be eliminated under a separate legislated plan). Program expense does not include the annual change in the unfunded pension obligations, which is a non-cash expense that does not affect borrowing requirements. The annual increases (decreases) in the Ministry of Learning's unfunded pension obligations are: 28,040 52,188 57,344 65,386 73,271 82,816

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	1,465,240	1,301,744	1,351,150	1,409,937	1,474,868	1,519,971
Inter-ministry consolidation adjustments	(107,587)	(71,400)	(70,400)	(103,800)	(125,800)	(125,800)
Consolidated Revenue	1,357,653	1,230,344	1,280,750	1,306,137	1,349,068	1,394,171
Ministry Program Expense	4,164,618	4,493,980	4,455,933	4,664,443	4,859,340	5,012,773
Inter-ministry consolidation adjustments	(1,000)	-	-	-	-	-
Consolidated Program Expense	**4,163,618**	**4,493,980**	**4,455,933**	**4,664,443**	**4,859,340**	**5,012,773**
Ministry Debt Servicing Costs	5,380	7,500	3,349	3,891	6,475	7,311
Consolidated Expense	4,168,998	4,501,480	4,459,282	4,668,334	4,865,815	5,020,084
Gain (Loss) on Disposal of Capital Assets	(16)	-	-	-	-	-
Inter-ministry consolidation adjustments	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(2,811,361)	(3,271,136)	(3,178,532)	(3,362,197)	(3,516,747)	(3,625,913)

Municipal Affairs

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 26, 2002 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

Guy Boutilier, *Minister of Municipal Affairs*
February 27, 2002

BUSINESS PLAN SETTING

Over the next three years Municipal Affairs will be facing a numbers of challenges - some ongoing and some new. Municipalities continue to face financial pressures from rapid growth. Stakeholders and municipalities are showing a growing interest in cooperation, partnerships, mutual aid and regional solutions as they begin to recognize the potential benefits. There is also a need to clarify the roles and responsibilities of all orders of government.

Rising public health and environmental concerns and the increasing awareness of the risks and threats to public safety posed by industrial growth and terrorism create new challenges for Municipal Affairs and the Government of Alberta. The Ministry business plan for the next three years addresses these issues, putting in place plans and strategies to respond to Albertans' priorities.

VISION

Viable, responsive, well-managed local government and a public safety system that provides safe buildings, equipment and facilities and effective emergency response.

VALUES

As a Ministry, we value and support the principles of honesty, fairness, professionalism, and collaboration, while maintaining a primary focus on exceptional service for our clients. We value our staff and their contributions of innovation, creativity, open communication and accountability. These elements are key in achieving our Ministry's vision.

MISSION

Alberta Municipal Affairs works in partnership with Alberta's municipalities, other government departments, local authorities, various organizations focused on local issues, and the private sector to ensure Albertans live in safe and sustainable communities, and are served by open, effective and accountable governments.

LINKS TO THE GOVERNMENT BUSINESS PLAN

The Ministry supports the government's three core businesses in these ways:

- by helping **People** to be safe and self-reliant, through the Ministry's safety and emergency preparedness services;
- by promoting Alberta's **Prosperity** and the Alberta Advantage by encouraging the development of an efficient local government sector that provides the services, facilities, and infrastructure that Albertans and businesses need;
- by **Preserving** and supporting sustainable and safe communities that are responsive to Albertans' needs and priorities.

CROSS-MINISTRY INITIATIVES

Alberta Municipal Affairs supports the following cross-ministry government initiatives:

ABORIGINAL POLICY INITIATIVE

The Ministry supports this initiative through specific strategies and by tailoring elements of Ministry programs to meet the needs of Aboriginal people and communities where appropriate. Over the business planning period, we will be working to expand the availability of these programs, establishing strong relationships with First Nation communities to foster the development of effective emergency response, fire protection, fire training and education programs that meet the needs of Aboriginal communities.

ALBERTA CHILDREN AND YOUTH INITIATIVE

The Ministry contributes to the well-being of our youth and their families through proven Fire Safety education programs such as *Risk Watch* and by working to develop partnerships with industry to increase fire prevention awareness among children and youth. Over the next three years we will be working with schools and other ministries such as Alberta Learning to develop enduring partnerships for delivering these Fire Safety education programs.

ECONOMIC DEVELOPMENT STRATEGY

Municipal Affairs contributes to the *Alberta Advantage* through numerous activities centred on local government. Through various grants and programs that encourage self-reliant communities, the Ministry contributes to the *Alberta Advantage*. A high priority is given to programs such as the Regional Partnerships Initiative. This initiative assists municipalities and stakeholders to create effective regional partnerships that attract and retain investment and offer high quality living standards in a globally competitive environment.

HEALTH SUSTAINABILITY INITIATIVE

Ministry programs will support this new initiative by maintaining and updating emergency response plans for health-related events such as pandemic influenza and bio-terrorism that may have health consequences. Municipal Affairs will work with Alberta Emergency Preparedness Partnership and municipalities to develop and implement appropriate strategies for safeguarding the municipal water supply. In addition, the Ministry's ongoing work with codes and standards for private sewage disposal systems will contribute to this initiative.

CORE BUSINESSES

The Ministry's core business activities support its vision and mission:

1. **Local Government Services** - providing support services, policies and legislation that enhance the development of a sustainable, accountable, responsive and effective local government sector
2. **Safety Services and Fire Protection** - administering a safety system that uniformly applies appropriate safety codes and standards and promotes fire protection throughout the province
3. **Disaster Services** - managing provincial disaster planning and recovery programs and supporting municipalities to ensure their preparedness to deal with major emergencies and disasters
4. **Municipal Government Board** - providing independent quasi-judicial adjudication on matters specified under the *Municipal Government Act*

MAJOR CLIENTS AND STAKEHOLDERS

The Ministry's primary clients include municipalities and their related organizations and associations, accredited organizations, and industry-based safety and emergency planning groups. The Ministry consults and works with the local government sector, with the public and industry, and with other provincial and federal departments as an integral and ongoing part of its activities.

MAJOR GOALS

The Ministry's major goals are:

1. An effective, responsive, cooperative and well-managed local government sector
2. Financially sustainable and accountable municipalities
3. A well-managed and efficient assessment and property tax system in which stakeholders have confidence
4. A comprehensive safety system that provides an appropriate level of public safety
5. A disaster services program that enhances and supports local emergency preparedness for major emergencies and disasters
6. An independent appeal system that issues timely and impartial decisions of high quality

BUSINESS PLAN GOALS, KEY RESULTS, AND STRATEGIES

CORE BUSINESS 1: LOCAL GOVERNMENT SERVICES

Goal 1: An effective, responsive, cooperative and well-managed local government sector

Key Result 1: Support systems and programs that support excellence in local governance, management, and service delivery

Key Strategies:

1.1.1 Work with municipalities to establish effective and efficient regional partnerships that can create an atmosphere to attract and retain investment, compete globally and contribute to a high quality of life.

1.1.2 Encourage municipalities to cooperate with their neighbours to develop, finance and implement improved growth management and more efficient service delivery systems.

1.1.3 Develop and implement a program for encouraging the self-evaluation of excellence to assist municipalities and citizens in developing innovative strategies for more effective governance, administration, financial management and service delivery. Initiate a program to recognize Municipal Excellence.

1.1.4 Support municipalities to more effectively use technology in their operations through initiatives in partnership with other provincial government departments and other municipal stakeholders.

1.1.5 Develop and coordinate education and information services that include training programs, job exchanges, on-line information, and workshops for local elected officials, administrators, staff, and related professionals.

1.1.6 Work with municipalities on challenges of climate change initiatives, including the reduction of greenhouse gases.

1.1.7 Participate in efforts to enhance relations between Aboriginal governments and organizations, and municipal governments in Alberta

Key Result 2: Resolution of local and inter-municipal governance and management issues through responsive and effective Ministry support

Key Strategies:

1.2.1 Provide governance, administration and management, and land-use planning advice to local governments and associated local service delivery organizations.

1.2.2 Support inter-municipal cooperation and self-directed dispute resolution through mediation and facilitation.

1.2.3 Support the local dispute resolution initiative.

Key Result 3: A coordinated provincial government approach towards municipalities

Key Strategies:

1.3.1 Establish and support the Minister's Provincial/Municipal Council on Roles, Responsibilities and Resources in the 21st Century to clarify the government's working relationship with municipalities and support a mechanism to address major municipal-provincial issues.

1.3.2 Work cooperatively with the federal government, other ministries, municipalities, Metis Settlements and other organizations to improve the provision, coordination and delivery of programs, policies and services that enhance local service effectiveness and efficiency.

Key Result 4: A legislative framework that enables municipalities to operate successfully and meet the local needs of Albertans

Key Strategies:

1.4.1 Develop changes to provincial legislation and regulations related to municipalities that support innovative and improved approaches to local governance and service delivery that will also result in a more refined legislative framework. Develop and maintain provincial land-use policies.

Goal 1: Performance Measure

Level of satisfaction with the Local Government Services Division's activities, services and programs, in enabling and promoting a cooperative and well-managed local government sector (The measure will be calculated based on the percentage of the units within Local Government Services that achieved their individual performance targets.)

1999-2000 Actual	2000-01 Actual	2001-02 Target	2002-03 Target	2003-04 Target	2004-05 Target
N/A	75%	77%	78%	80%	80%

Goal 2: Financially sustainable and accountable municipalities

Key Result 1: Appropriate Ministry services and systems are in place to contribute to financially sustainable municipalities

Key Strategies:

2.1.1 Maintain the Ministry's financial monitoring systems that provide evidence of municipal financial capacity and provide continued advisory support to municipalities.

2.1.2 Assist municipalities to examine and pursue innovative approaches and restructuring that will address their financial sustainability.

Key Result 2: Financial support that enhances local government financial capability

Key Strategies:

2.2.1 Encourage/facilitate cost-sharing between municipalities.

2.2.2 Administer the Unconditional Municipal Grant Program to provide ongoing financial assistance in support of municipal programs.

2.2.3 Administer the Municipal Sponsorship Program, which targets assistance to specific municipal needs, including promoting inter-municipal cooperation and innovative projects.

2.2.4 Administer the Grants in Place of Taxes Program to provide appropriate grants to municipalities for properties owned by the province.

2.2.5 Administer the Municipal Debenture Interest Rebate Program to subsidize the interest costs on certain municipal borrowings from the Alberta Municipal Financing Corporation.

Goal 2: Performance Measure

Percentage of municipalities meeting Ministry's criteria of financial accountability

The key criteria are contained in the Municipal Government Act. The measure will be calculated based on a demerit point system weighting the criteria. Municipalities exceeding a set point limit will be considered not to have met the criteria for municipal financial accountability.

1999-2000 Actual	2000-01 Actual	2001-02 Target	2002-03 Target	2003-04 Target	2004-05 Target
97%	98%	95%	95%	95%	97%

Goal 3: A well-managed and efficient assessment and property tax system in which stakeholders have confidence

Key Result 1: A property assessment system in Alberta that is accurate, understandable, predictable, transparent and timely

Key Strategies:

3.1.1 Demonstrate leadership by exhibiting a high level of professional standards and practice and clearly identifying roles and functions of all stakeholders within the system.

3.1.2 Enhance, develop and maintain assessment standards and procedures through timely advice, consistent assessments and audits, establishment of handbooks and professional guides and by ensuring that practices and methodologies are current.

3.1.3 Support the property assessment system by providing timely and accurate linear assessments.

3.1.4 Improve the assessment, equalization, and education requisition processes by facilitating appropriate sharing of data on assessments and building permits.

3.1.5 Implement improved assessment procedures in response to approved recommendations from MLA committees.

3.1.6 Establish a three-year cycle for reviewing all assessment procedures and guidelines.

3.1.7 Enhance the annual assessment audit program, using technology to improve the quality and accessibility of information.

3.1.8 Maintain the five-year cycle for assessment procedure audits for each municipality following the best practices guidelines published by the Assessment Services Branch.

Goal 3: Performance Measure

Percentage of municipal assessment rolls which meet provincial standards for procedures, uniformity, and equity

1999-2000 Actual	2000-01 Actual	2001-02 Target	2002-03 Target	2003-04 Target	2004-05 Target
96.5%	95%	95%	95%	95%	95%

CORE BUSINESS 2: SAFETY SERVICES AND FIRE PROTECTION

Goal 4: A comprehensive safety system that provides an appropriate level of public safety

Key Result 1: Appropriate codes and standards

Key Strategies:

4.1.1 Maintain appropriate provincial codes and standards in consultation with the Safety Codes Council, the public, industry, and other jurisdictions.

4.1.2 Participate in reviews of the national and international codes and standards that are used in Alberta.

Key Result 2: Codes and standards are applied uniformly, effectively and efficiently

Key Strategies:

4.2.1 Conclude the Underground Petroleum Storage Tank Site Remediation Program.

4.2.2 Enhance the administration and application of safety codes and standards by providing support and advisory services. Part of this strategy is a project to develop, and implement in partnership with municipalities, a provincial electronic permit system.

4.2.3 Support municipalities and other partners to participate in partnerships such as Regional Service Commissions.

4.2.4 Promote public awareness and understanding of the purpose and value of codes and standards adopted under the *Safety Codes Act*.

Key Result 3: Reduced personal and property loss resulting from preventable fires

Key Strategies:

4.3.1 Promote public awareness of fire safety and prevention through educational programs and dissemination of fire safety information through all media.

4.3.2 Encourage establishment of local or regional coalitions to promote fire safety.

4.3.3 Develop and implement methods to effectively coordinate activities aimed at preventing and reducing fire loss.

Key Result 4: Access to quality training for fire departments in a format allowing for maximum participation

Key Strategies:

4.4.1 Support the Alberta Fire Training School to enhance its training programs.

4.4.2 Provide training for municipal fire protection officials by delivering grant programs for training by private sector resources.

4.4.3 Provide fire investigation upgrade training through Safety Codes Officer Training Initiative and other cooperative training programs.

Goal 4: Performance Measures

1. *The percentage of assessed accredited municipalities, corporations, agencies, and delegated administrative organizations administering the Safety Codes Act that achieve a satisfactory rating*

1999-2000 Actual	2000-01 Actual	2001-02 Target	2002-03 Target	2003-04 Target	2004-05 Target
92%	94%	90%	95%	95%	95%

2. *Fire Safety and Prevention Indicator*

Indicator	2000-01	2001-02 Benchmark	2002-03 Target	2003-04 Target	2004-05 Target
Fire deaths/100,000 population	1.36	1.30	Less than or equal to 2001-02	Less than or equal to 2002-03	Less than or equal to 2003-04

CORE BUSINESS 3: DISASTER SERVICES

Goal 5: A disaster services program that enhances and supports local emergency preparedness for major emergencies and disasters

Key Result 1: Timely and effective response to disasters and emergencies

Key Strategies:

5.1.1 Enhance the preparedness of municipalities to deal with actual emergencies by assisting them to develop and test their emergency plans.

5.1.2 Provide disaster financial assistance to complement local government resources, share costs at a provincial level and facilitate federal cost-sharing whenever possible.

5.1.3 Expand the Provincial Emergency Public Warning System.

5.1.4 Ensure a coordinated provincial response to major emergencies and disasters by regularly reviewing, testing, and modifying the province's emergency plans in conjunction with involved ministries.

5.1.5 Coordinate business resumption planning activities across the Alberta Government so that government ministries will be able to quickly resume vital services after disruption resulting from any disaster.

5.1.6 Enhance the work of the Alberta Emergency Preparedness Partnership by providing leadership, facilitating partnership operations and coordinating the delivery of programs.

5.1.7 Support First Nations and Metis Settlements with ongoing review and development of emergency preparedness resources, advice, and disaster response coordination.

5.1.8 Support training for provincial and municipal emergency preparedness officials by administering grant programs for training.

5.1.9 Ensure that federal-provincial disaster assistance arrangements are consistently and equitably applied by working with other provincial ministries, provinces and territories to facilitate meaningful negotiations with the federal government.

Goal 5: Performance Measures

1. *Achieve a level of 100% of claims where a member of the damage assessment team arrives on-site within 30 days of a claim being received*

1999-2000 Actual	2000-01 Actual	2001-02 Target	2002-03 Target	2003-04 Target	2004-05 Target
100%	100%	100%	100%	100%	100%

2. *Level of preparedness testing as measured by the cumulative percentage of municipalities, required to have emergency plans under the Disaster Services Act, that test their emergency plans through exercises within a four-year cycle*

1998-99 Actual	1999-2000 Actual	2000-01 Actual	2001-02 Target	2002-03 Target	2003-04 Target	2004-05 Target	2005-06 Target
41.7%	75.1%	87.4%	100%	40%	70%	85%	100%

CORE BUSINESS 4: MUNICIPAL GOVERNMENT BOARD

Goal 6: An independent appeal system that issues timely and impartial decisions of high quality

Key Result 1: Timely processing of appeals

Key Strategies:

6.1.1 Complete redevelopment of the board's database to achieve up-to-date recording, tracking, analyzing and managing of all appeal activity.

6.1.2 Implement Advanced Case Management of all appeals to ensure timeliness in hearing and deciding appeals.

6.1.3 Work with stakeholders to expedite the scheduling and hearing of appeals.

6.1.4 Schedule, monitor and track all decision-making and writing activities to ensure compliance with established procedures.

Key Result 2: High quality, independent decisions and solutions

Key Strategies:

6.2.1 Provide ongoing training to strengthen adjudication skills of board members to sustain high quality, timely, consistent and independent decision-making.

6.2.2 Obtain feedback from stakeholders on an annual basis to gauge board performance, areas of strength and areas requiring improvement.

6.2.3 Expedite appeals, explore, develop and pilot various methods such as alternate dispute resolution methods, advanced appeal management, and use of one-member panels.

6.2.4 Manage the recruiting program to ensure the board retains the required range of professional skills.

Goal 6: Performance Measures:

Hear and decide appeals within legislative time limitations.

1. Percentage of property appeals heard within 150 days of receipt of completed appeal applications

2001-02 Target	2002-03 Target	2003-04 Target	2004-05 Target
New measure	91%	92%	93%

Fair, equitable, correct and transparent decisions

2. *Percentage of decisions that are successfully challenged in the courts or through section 504 of the Municipal Government Act*

2001-02 Target	2002-03 Target	2003-04 Target	2004-05 Target
New measure	Less than 1%	Less than 1%	Less than 1%

3. *Percentage of stakeholders who feel they received fair, unbiased hearings*

2001-02 Target	2002-03 Target	2003-04 Target	2004-05 Target
New measure	85%	85%	85%

SUPPORT SERVICES

Financial and Information Technology Services: Directs the Ministry's financial, reporting and budgetary activities, in a shared services environment, and ensures an accountability framework is in place to meet the obligations of the *Financial Administration Act* and the *Government Accountability Act*. Supports the Ministry on matters relating to information technology, and provides guidance and frameworks for IT plans and initiatives to meet the goals of the Ministry.

Business Services: Provides strategic leadership and guidance, and coordinates corporate activities to deliver Ministry initiatives in an effective, timely and consistent manner. This entity is responsible for business planning including environmental scanning and performance measurement; legislative planning; information access and privacy protection for the Ministry; and central administrative services.

Communications: Provides strategic communications advice, consulting services and communications support to the Minister, Deputy Minister, senior officials and Ministry staff to help communicate effectively with stakeholders, the media and Albertans. Through these services, the branch seeks to ensure Albertans have access to the information they need on the role, programs and initiatives of Alberta Municipal Affairs.

Human Resource Services: Provides support in the human resource function to management and staff in achieving Ministry priorities and the business plan. Coordinates the development and implementation of the human resource plan and the strategies for staffing, job evaluation, pay and benefits, employee recognition, learning, succession, employee relations, and health and wellness.

Legal Services: Provides services to the divisions and the associated boards. Major activities include participation in special projects, reviewing legislation and regulations, offering legal advice and written opinions, preparing and reviewing documents including contracts, handling certain real estate transactions, and appearing in court.

Expense by Core Business

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Core Business						
Local Government Services	122,973	116,037	110,752	113,022	113,198	113,654
Safety Services and Fire Protection	22,768	80,183	49,961	11,504	11,839	11,810
Disaster Services	12,715	4,363	6,244	4,411	4,383	4,287
Municipal Government Board	2,993	2,601	3,083	3,345	3,327	3,234
MINISTRY EXPENSE	161,449	203,184	170,040	132,282	132,747	132,985

Ministry Statement of Operations

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Internal Government Transfers	12,000	12,000	12,000	40,000	40,000	40,000
Transfers from Government of Canada	2,220	496	424	446	468	491
Premiums, Fees and Licences	653	376	378	376	376	376
Other Revenue	2,136	1,531	1,841	1,531	1,531	1,531
MINISTRY REVENUE	17,009	14,403	14,643	42,353	42,375	42,398
EXPENSE						
Program						
Ministry Support Services	10,305	10,100	9,647	10,230	10,534	10,562
Local Government Services	117,483	110,760	105,617	107,582	107,598	108,039
Public Safety	31,166	80,405	52,157	11,629	11,811	11,674
Municipal Government Board	2,285	1,919	2,419	2,641	2,604	2,510
Valuation Adjustments and Other Provisions	210	-	200	200	200	200
MINISTRY EXPENSE	161,449	203,184	170,040	132,282	132,747	132,985
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(144,440)	(188,781)	(155,397)	(89,929)	(90,372)	(90,587)

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	17,009	14,403	14,643	42,353	42,375	42,398
Inter-ministry consolidation adjustments	(12,000)	(12,000)	(12,000)	(40,000)	(40,000)	(40,000)
Consolidated Revenue	5,009	2,403	2,643	2,353	2,375	2,398
Ministry Program Expense	161,449	203,184	170,040	132,282	132,747	132,985
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**161,449**	**203,184**	**170,040**	**132,282**	**132,747**	**132,985**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(156,440)	(200,781)	(167,397)	(129,929)	(130,372)	(130,587)

Revenue

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 26, 2002 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

Greg Melchin, *Minister of Revenue*
February 26, 2002

INTRODUCTION

The Ministry of Revenue includes the Department of Revenue and responsibility for the Alberta Securities Commission.

DEPARTMENT OF REVENUE

The Department of Revenue is responsible for managing the investments of the Province of Alberta, developing tax policy within the Province, administering tax programs and minimizing the risk of loss of public assets.

ALBERTA SECURITIES COMMISSION

The Alberta Securities Commission is the regulatory agency responsible for overseeing the capital market in Alberta.

KEY INITIATIVES

Alberta Revenue continues to work on major initiatives related to the Province's revenue sources. The outcome of these initiatives will have a significant impact on its business over the next three years. These initiatives include:

- considering the recommendations from the Future Summit to ensure that the views of Albertans are heard and acted upon,
- developing and implementing a comprehensive revenue framework for the Province, and
- developing and implementing a comprehensive investment framework for the Province.

MINISTRY'S VISION

A province where government revenue policy and administration reflect the values of Albertans, balance present and future needs, and contribute to a stable environment for the generation of wealth for all Albertans.

MINISTRY'S MISSION

To provide prudent and innovative revenue, investment and risk management and to regulate the capital market in Alberta.

Note: In addition to the Revenue Department, the Ministry of Revenue includes the activities of the Alberta Heritage Savings Trust Fund, Alberta Heritage Foundation for Medical Research Endowment Fund, Alberta Heritage Scholarship Fund, Alberta Risk Management Fund, Alberta Heritage Science and Engineering Research Endowment Fund, and the Alberta Securities Commission.

ALBERTA REVENUE VALUES

Alberta Revenue is committed to operating according to the following values. We will:

- act with integrity and in a fair and impartial manner;
- foster clear, open and courteous communications with clients and the public;
- achieve excellence in customer service;
- nurture a working environment that is characterized by teamwork, collaboration, and open communication; and
- be an innovative and adaptable organization that focuses on continuous improvement in the quality, effectiveness, and efficiency of our services and business processes.

CORE BUSINESSES

The Ministry of Revenue has the following four core businesses:

1. Manage tax and revenue programs fairly and efficiently.
2. Manage and invest financial assets prudently.
3. Manage risk associated with the loss of public assets.
4. Regulate Alberta's capital market.

CORE BUSINESSES, GOALS AND KEY STRATEGIES

CORE BUSINESS #1: MANAGE TAX AND REVENUE PROGRAMS FAIRLY AND EFFICIENTLY

The Revenue Department establishes processes to ensure that Alberta's revenue structure meets the Province's long term needs and contributes to the development of tax and revenue policies and strategies.

The Department also administers tax, revenue and related benefit programs by:

1. registering entities for tax and tax exemption purposes and evaluating and processing tax returns and claims;
2. providing reliable and timely information about tax and revenue programs;
3. monitoring, promoting and, where appropriate, enforcing compliance with tax and revenue legislation and regulations; and
4. collecting revenue and other amounts owing to the Province and making payments of refunds and rebates.

Link to Government Business Plan: Goal 7 Alberta will have a prosperous economy.
Goal 12 Alberta will have a financially stable, open and accountable government.

GOAL	KEY STRATEGIES
1.1 Maintain and develop a revenue structure that meets Alberta's needs and is consistent with Albertans' values.	◆ Develop and maintain a long term revenue management framework. ◆ Work with other ministries to develop and implement long term strategies consistent with the framework and the results of the Future Summit.
1.2 Maintain a fair and competitive provincial tax system.	◆ Develop tax policy within the Province. ◆ Work with stakeholders to review tax policy issues. ◆ Implement corporate income tax reductions subject to affordability.
1.3 Administer tax and revenue programs fairly, effectively and efficiently.	◆ Reduce the cost of tax compliance for both government and taxpayers by simplifying processes. ◆ Encourage self-compliance and address non-compliance. ◆ Work with Finance, Canada Customs and Revenue Agency and the other provinces to harmonize tax programs and processes. ◆ Improve client service through better communication and electronic service delivery.

PERFORMANCE MEASURES

	Target 2002-03	**Target 2003-04**	**Target 2004-05**
Provincial tax load for a family of four (shared performance measure with Finance)	Lowest in Canada	Lowest in Canada	Lowest in Canada
Provincial tax load on businesses (shared performance measure with Finance)	Lowest in Canada	Lowest in Canada	Lowest in Canada
Percentage of tax accounts with no monies owing	99%	99%	99%
Client satisfaction with tax administration	85% satisfied or better	85% satisfied or better	85% satisfied or better
Ratio of amounts added to net revenue to costs of administration	Benchmark year	To be developed	To be developed

Note: Key performance measures appear in bold throughout the performance measures section.

CORE BUSINESS #2: MANAGE AND INVEST FINANCIAL ASSETS PRUDENTLY

The Revenue Department manages approximately $39 billion comprising a number of endowment funds, including the Alberta Heritage Savings Trust Fund, the public sector pension funds and other related funds.

Link to Government Business Plan: Goal 12 Alberta will have a financially stable, open and accountable government.

GOAL	KEY STRATEGIES
2.1 Develop and implement an investment management framework.	◆ Analyze and review comparable investment organizations with respect to objectives, philosophy, operations, structure and governance to determine best practices and understand the resources required to be a successful investment organization. ◆ Assess the ongoing involvement of the Province in the investment management industry.
2.2 Develop a renewed savings policy for the Province of Alberta.	◆ With Finance, use the results of the Future Summit and consultation with Albertans to answer the following questions: ◆ Should the Province add to, maintain, or reduce its existing savings? ◆ How should any savings be used in the future and what should the investment objectives of the savings be? ◆ Should the savings be maintained in the Alberta Heritage Savings Trust Fund or in some other vehicle?
2.3 Maximize investment returns subject to client-defined objectives and policies.	◆ Analyze new products and implement those that contribute to investment objectives. ◆ Continue to use a mix of direct internal investment and external investment management firms. ◆ Enhance the management of risk by implementing new monitoring and analytical tools.
2.4 Enhance the efficiency of investment operations.	◆ Implement a straight through processing environment so as to be T+1 settlement capable on securities (trade date + 1 day) prior to June 2005. ◆ Maintain a continuous improvement process with respect to internal processes, systems, technology, reporting, compliance and governance. ◆ Review custodial and technology vendor contracts to ensure cost effectiveness and that service levels are maximized.

PERFORMANCE MEASURES

	Target 2002-03	Target 2003-04	Target 2004-05
Annualized market value rates of return (ROR) measured against benchmarks established by clients	ROR for the Heritage Endowment Fund exceeds the policy benchmark	ROR for the Heritage Endowment Fund exceeds the policy benchmark	ROR for the Heritage Endowment Fund exceeds the policy benchmark
Straight Through Processing (STP) system fully functional prior to June 2005	Dates and activities as set out in the T+1 Action Plan	Dates and activities as set out in the T+1 Action Plan	Dates and activities as set out in the T+1 Action Plan
STP of investment transactions	75% of all transactions completed without manual intervention	80% of all transactions completed without manual intervention	85% of all transactions completed without manual intervention

CORE BUSINESS #3: MANAGE RISK ASSOCIATED WITH THE LOSS OF PUBLIC ASSETS

The Risk Management and Insurance Division (RMI) administers a program to protect, secure and preserve public assets against risk of accidental loss. RMI provides services to client ministries and agencies throughout government to help them identify, measure, control and finance the risk. The program serves all entities subject to the *Financial Administration Act*.

Link to Government Business Plan: Goal 12 Alberta will have a financially stable, open and accountable government.

GOAL	KEY STRATEGIES
3.1 Minimize the cost of loss of public assets and the cost of liability claims.	◆ Work with ministries to identify: ◆ risks with the potential to cause loss; ◆ steps to reduce those risks and associated costs; and ◆ ways of financing potential losses. ◆ Review Risk Management Fund financing strategies including the mix of self-insurance and purchased insurance.
3.2 Identify and prioritize risks and establish contingency plans for Revenue's operations.	◆ Develop and implement a Business Continuity Plan for the department.

PERFORMANCE MEASURES

	Target 2002-03	Target 2003-04	Target 2004-05
Cost of claims (insurance premiums plus self-insured losses)	$6,000,000	$6,000,000	$6,000,000
Development and implementation of a Business Continuity Plan for critical areas	March 2003		

CORE BUSINESS #4: REGULATE ALBERTA'S CAPITAL MARKET

The mission of the Alberta Securities Commission is to foster the development of a fair and efficient capital market in Alberta and confidence in that market.

Link to Government Business Plan: Goal 7 Alberta will have a prosperous economy.

GOAL	KEY STRATEGIES
4.1 Improve the regulatory environment and maintain confidence in the Alberta capital market.	◆ Ensure proactive and effective compliance programs. ◆ Develop and implement an investor education program.
4.2 Maintain working relationships with industry, other securities regulatory authorities, regulators of financial institutions and government.	◆ Be an effective advocate for issues of importance to the Alberta capital market. ◆ Actively promote and assist the development of an efficient and cost effective national system of securities regulation.
4.3 Be recognized as a professional organization and be an employer of choice.	◆ Be acknowledged by all stakeholders as a professional organization.

PERFORMANCE MEASURES

	Target 2002-03	Target 2003-04	Target 2004-05
Investor education program	Developed and implemented in 2002-03	Minimum of four educational seminars	Minimum of four educational seminars
Number of annual examinations	40% of registrants subject to annual examination	40% of registrants subject to annual examination	40% of registrants subject to annual examination
Legislation for a uniform Securities Act		June 30, 2004	
Service standards developed and published	December 31, 2002		
Commission survey on service levels provided to stakeholders	80% satisfied or better	80% satisfied or better	80% satisfied or better

KEY PERFORMANCE MEASURES

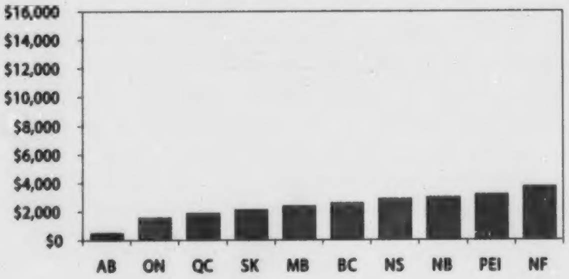
PROVINCIAL TAX LOAD FOR A FAMILY OF FOUR

This measure compares typical taxes, including provincial income, sales, payroll, fuel and tobacco taxes (excluding federal taxes), and health care insurance premiums payable by a family with two children earning $30,000, $60,000 and $100,000. The target is to have the lowest provincial tax load for a family of four in Canada.

FAMILY EARNING $30,000

Taxes and Health Care Insurance Premiums

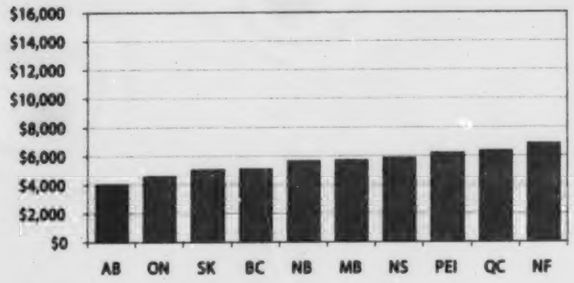
(One-income family with two children)



FAMILY EARNING $60,000

Taxes and Health Care Insurance Premiums

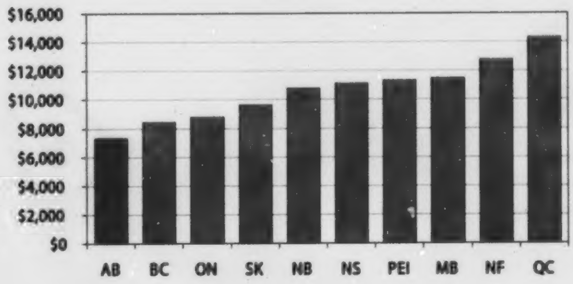
(Two-income family with two children)



FAMILY EARNING $100,000

Taxes and Health Care Insurance Premiums

(Two-income family with two children)



Note: Other provinces' rates known as of February 26, 2002

Source: Ministry of Finance

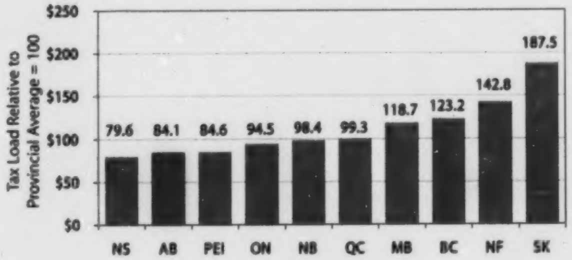
PROVINCIAL TAX LOAD ON BUSINESSES

This measure compares provincial tax load on businesses and includes business income taxes, capital taxes, and insurance corporation taxes. The target is to have the lowest provincial tax load on businesses in Canada.

PROVINCIAL TAX LOAD ON BUSINESSES*

2001-02

(% of provincial average)



* Includes business income taxes, capital taxes and insurance.

Source: Federal Department of Finance, Equalization Estimates, Third Estimate, February 2002

ALBERTA HERITAGE SAVINGS TRUST FUND

The market value rate of return of the Heritage Endowment Fund, which includes income and realized/unrealized capital gains or losses, is targeted to exceed the rate of return of a passively invested benchmark portfolio.

ENDOWMENT FUND PERFORMANCE

(Period Ending December 31, 2001)

	Actual Fund Market Return						Benchmark Portfolio Return				
	Weightings at 31-Dec-01	1 Year	2 Year	3 Year	4 Year		Index Weight	1 Year	2 Year	3 Year	4 year
Short-term Fixed Income	3.4%	5.0%	5.3%	5.3%	5.2%	SC 91 Day T-Bill Index	2.0%	4.7%	5.1%	5.0%	4.9%
Long-term Fixed Income	31.4%	8.7%	9.8%	6.1%	6.8%	SC Universe Bond Index	33.0%	8.1%	9.2%	5.6%	6.5%
Canadian Equities	23.7%	-11.1%	-2.0%	6.4%	5.0%	TSE 300 Index	23.0%	-12.6%	-3.1%	7.3%	5.0%
Foreign Equities	35.7%	-11.4%	-10.2%	1.5%	6.9%	Foreign Index*	35.0%	-11.4%	-11.0%	-2.3%	5.8%
U.S.	17.7%	-6.5%	-5.5%	0.7%	7.0%	S&P 500	17.5%	-6.4%	-6.1%	0.3%	8.6%
EAFE	18.0%	-16.2%	-14.5%	1.1%	6.4%	MSCI EAFE	17.5%	-16.5%	-13.9%	-3.8%	3.5%
Real Estate	5.8%	8.0%	7.6%	7.6%	8.8%	Russell Index**	7.0%	10.4%	11.1%	10.9%	12.2%
Total Portfolio	100.0%	-2.6%	0.5%	5.0%	6.2%		100.0%	-2.4%	0.4%	4.3%	5.9%

* Effective April 1, 2001, the benchmark for foreign equities was changed from the MSCI World ex. Canada to 50% S&P 500 and 50% MSCI EAFE.

** Estimate, final numbers to come from Russell Canada.

Security Class Index	Policy Benchmark % Index Weight
Debt	
Short term - Scotia Capital 91 Day T-Bill Index	2
Long term - Scotia Capital Universe Bond Index	33
Total Debt	**35**
Equity	
Domestic Equity - TSE 300 Index	23
Foreign Equity - U.S. S&P 500 Index	17.5
Foreign Equity - EAFE - MSCI EAFE Index	17.5
Real Estate - Russell Canadian Property Index	7
Total Equity	**65**

Scotia Capital 91 day T-Bills Index: Reflects the performance of the Canadian money market as measured by investments in 91 day Treasury Bills.

Scotia Capital Universe Bond Index: Covers all marketable Canadian bonds with terms to maturity of more than one year. The purpose of this index is to reflect performance of the broad Canadian bond market in a manner similar to the way the TSE 300 represents the Canadian equity market.

TSE 300 Index: An index of 300 stocks, in fourteen subgroups, listed on the Toronto Stock Exchange designed to represent the Canadian equity market. It is a capitalization-weighted index calculated on a total return basis.

S&P 500 Index: Covers 500 industrial, utility, transportation and financial companies of the US markets, mostly New York Stock Exchange issues. It is a capitalization-weighted index calculated on a total return basis with dividends reinvested.

Morgan Stanley Capital International EAFE Index: An index of over 900 securities listed on the stock exchanges of countries in Europe, Australia and the Far East. The index is calculated on a total return basis, which includes reinvestment of gross dividends before deduction of withholding taxes.

Russell Canadian Property Index: An index comprised of institutionally held real estate investments consisting of over 1,100 properties distributed across Canada.

Expense by Core Business

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Core Business						
Manage and Invest Financial Assets Prudently	78,895	102,649	88,508	117,483	131,313	136,506
Manage Tax and Revenue Programs Fairly and Efficiently	37,160	38,940	67,255	41,430	41,050	40,905
Manage Risk Associated with the Loss of Public Assets	5,779	7,750	7,727	7,945	7,930	7,925
Regulate Alberta's Capital Market	13,525	15,460	15,310	17,682	18,477	19,174
MINISTRY EXPENSE	135,359	164,799	178,800	184,540	198,770	204,510

Ministry Statement of Operations

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Internal Government Transfers	200	200	1,500	200	200	200
Personal and Corporate Income Taxes	5,965,914	6,050,556	6,143,568	6,258,397	6,597,429	6,863,224
Other Taxes	1,129,373	1,105,933	1,132,725	1,416,486	1,412,692	1,443,409
Investment Income	807,094	670,124	169,985	654,505	887,674	1,056,070
Premiums, Fees and Licences	13,572	14,237	14,237	15,372	15,827	16,527
Other Revenue	16,358	15,170	15,729	16,827	17,012	18,050
MINISTRY REVENUE	7,932,511	7,856,220	7,477,744	8,361,787	8,930,834	9,397,480
EXPENSE						
Program						
Tax and Revenue Collection	36,184	38,013	65,789	40,463	40,164	40,049
Investment	76,822	100,204	86,579	114,739	128,479	133,648
Government Risk Management and Insurance	5,627	7,565	7,559	7,759	7,759	7,759
Regulation of Capital Markets	13,525	15,460	15,310	17,682	18,477	19,174
Ministry Support Services	3,201	3,557	3,563	3,897	3,891	3,880
MINISTRY EXPENSE	135,359	164,799	178,800	184,540	198,770	204,510
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	7,797,152	7,691,421	7,298,944	8,177,247	8,732,064	9,192,970

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	7,932,511	7,856,220	7,477,744	8,361,787	8,930,834	9,397,480
Inter-ministry consolidation adjustments	(61,182)	(37,512)	(39,818)	(24,679)	(23,807)	(22,846)
Consolidated Revenue	7,871,329	7,818,708	7,437,926	8,337,108	8,907,027	9,374,634
Ministry Expense	135,359	164,799	178,800	184,540	198,770	204,510
Inter-ministry consolidation adjustments	(25,629)	(25,574)	(26,190)	(26,325)	(26,812)	(26,858)
Consolidated Expense	**109,730**	**139,225**	**152,610**	**158,215**	**171,958**	**177,652**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	7,761,599	7,679,483	7,285,316	8,178,893	8,735,069	9,196,982

Seniors

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 26, 2002 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

Stan Woloshyn

Stan Woloshyn, *Minister of Seniors*
February 27, 2002

INTRODUCTION

In March 2001, the Government of Alberta established the Ministry of Seniors. In creating the ministry, the government re-affirmed its commitment to serving seniors. Alberta's prosperity owes much to the contributions of Alberta's seniors, who helped to build this province and make it the vibrant place it is today. The government recognizes the continuing contributions of current and future seniors to their families, to their communities, and to the goal of building a better Alberta.

The new ministry will continue to provide supports to seniors in the areas of income, housing and information services, and coordinate and lead the development of seniors policy within government.

Addressing housing for low-income families, individuals, people with special needs, and seniors will be an important part of the new ministry's mandate. Alberta Seniors will continue to support the management of subsidized housing and continue to work towards new approaches and options for the development of housing for Albertans in need.

In carrying out its mandate, the ministry will build upon partnerships and collaborative relationships with other government ministries, public authorities, agencies and stakeholders to coordinate the many issues facing seniors and other Albertans.

This business plan proposes a vision for the future of Alberta's seniors and Albertans in need of housing supports. It describes the core businesses that the ministry is engaged in, and sets goals for each core business. It outlines the strategies and actions that the ministry plans to undertake to move towards achieving these goals, and identifies performance measures and targets for the goals.

VISION

A vibrant province where seniors and other Albertans live with dignity and experience the best possible well being and independence.

MISSION

To provide services, programs and information to seniors, and to Albertans in need of housing.

CRITICAL SUCCESS FACTORS

The following are the factors that underlie the way we approach our tasks, and help us to achieve our mission successfully:

- Focus on those we serve
- Create beneficial opportunities
- Help each other to do our best
- Nurture effective alliances
- Use resources wisely

MINISTRY CORE BUSINESSES

1. PROVIDE FINANCIAL SUPPORT AND INFORMATION SERVICES TO SENIORS

Goal 1.1: Seniors in need have access to financial supports that enable them to live in a secure and dignified way.

Goal 1.2: Seniors and their families have access to information and educational material about programs, services and initiatives that are designed to enhance their well being.

2. SUPPORT PROVISION AND MANAGEMENT OF SENIORS, FAMILY AND SPECIAL PURPOSE HOUSING

Goal 2.1: Provincially owned and supported housing to meet the basic needs of low-income families and individuals, seniors and persons with special needs is effectively managed and coordinated.

Goal 2.2: Seniors, low-income families and individuals, and persons with special needs have access to a range of housing appropriate to their needs and at reasonable cost.

3. PROVIDE PLANNING AND POLICY DEVELOPMENT FOR SENIORS AND HOUSING

Goal 3.1: Government policies and plans effectively anticipate and address the needs of seniors and Albertans in need of housing supports.

LINK TO GOVERNMENT BUSINESS PLAN AND CROSS MINISTRY INITIATIVES

The Alberta Seniors Business Plan is closely aligned to the Government of Alberta's core businesses of People, Prosperity and Preservation, and in particular to Goals 1, 4 and 5 as follows:

Goal 1: Albertans will be healthy
Goal 4: Albertans will be independent
Goal 5: Albertans unable to provide for their basic needs will receive help

In carrying out its mandate, the ministry works collaboratively with ministries across government, as well as community and private sector organizations, to support initiatives that contribute to the government's vision.

Alberta Seniors welcomes the opportunity to partner with Alberta Finance and Alberta Health and Wellness in leading the cross ministry Health Sustainability Initiative in 2002-2003. This priority initiative will incorporate key health-related components identified in 2001 by the cross ministry Seniors Policy Initiative, including the role of supportive housing, and health promotion and illness/injury prevention in contributing to sustainability of the health system.

The momentum of the Seniors Policy Initiative, which brought 18 ministries together to enhance cross ministry collaboration, will be maintained in 2002-05. The ministry will obtain feedback from Albertans about the strategic framework that was developed in 2001. The ministry will also focus on implementing key short-term strategies from the 10-year action plan developed from the framework. These include strategies relating to financial and retirement planning, promoting learning and educational opportunities for older Albertans, improving access to low-cost supportive housing, studying labour force issues in preparation for an increase in the older population, supporting informal caregivers and volunteers, and encouraging communities to be supportive of seniors.

The strategic framework and the strategies in the action plan are informed by government studies such as *ALBERTA FOR ALL AGES: Directions for the Future*, and build upon the solid base of current programs and services for seniors. Development and implementation of the strategies will involve continued collaboration and partnership with other Alberta Government ministries.

The ministry will continue to support and/or participate in those aspects of the cross ministry initiatives that are linked to Alberta Seniors' businesses and goals. The three other cross ministry priority policy initiatives are: Economic Development Strategy; Children and Youth Services Initiative; and, Aboriginal Policy Initiative. In addition, the cross-ministry key administrative initiatives are: Corporate Human Resource Development Strategy; Alberta Corporate Service Centre Initiative; Corporate Information Management/Information Technology Strategy; and Alberta One Window Initiative.

CORE BUSINESS 1: PROVIDE FINANCIAL SUPPORT AND INFORMATION SERVICES TO SENIORS

Goal 1.1: Seniors in need have access to financial supports that enable them to live in a secure and dignified way.

Many seniors have private pensions, savings and other sources of income to provide for their financial security in their senior years. The government encourages individuals to take responsibility for their own financial needs. However, the government recognizes that some seniors require assistance in meeting basic needs and achieving a reasonable standard of living, and is committed to ensuring that assistance is directed to those most in need.

To assist lower-income seniors, the ministry offers two programs. Alberta Seniors Benefit is an income-tested program designed to assist eligible seniors by providing monthly cash benefits to help them meet their basic needs, and by calculating their Alberta Health Care premium subsidies. Applicants who qualify for a cash benefit also receive a full premium subsidy. Applicants who do not qualify for the cash benefit may be eligible for a full or partial Alberta Health Care premium subsidy.

The Special Needs Assistance for Seniors program is an income-tested program that provides a lump-sum payment to assist seniors who find themselves experiencing financial difficulties or unexpected expenses.

In support of this goal Alberta Seniors plans the following activities:

1.1.1 Work towards adjusting provincial income benefits for lower-income seniors, in particular to reflect the changing personal supports needs of seniors as they age.

1.1.2 Lead development of a benchmark measure for "sufficient retirement income" to be used as a guideline for establishing provincial income benefits for lower-income seniors.

1.1.3 Improve long-range planning based on data from Alberta Seniors Benefit, Alberta Health and Wellness, Canada Customs and Revenue Agency and Statistics Canada to predict and analyze social and economic factors affecting seniors.

1.1.4 Simplify eligibility criteria and administration of Alberta Seniors Benefit to improve fairness and clarity of the program.

1.1.5 Continue to review and improve the effectiveness of Special Needs Assistance for Seniors program to ensure that payments are directed to those most in need, and applications are processed in a timely and efficient way.

Performance Measures

	Results 1999-2000	Results 2000-01	Target 2002-03
Percentage of eligible seniors receiving Alberta Seniors Benefit	—	Measure under development	To be established

Goal 1.2: Seniors and their families have access to information and educational material about programs, services, and initiatives that are designed to enhance their well being.

To make informed decisions on matters of importance to their well being, seniors and their families need to have access to accurate, up-to-date, and relevant information. This includes information about the many programs and services for seniors offered by the government and the community.

To support this goal, Alberta Seniors publishes resource materials such as the booklet *Programs and Services for Seniors*, and provides province-wide information services. Other regular activities include the Seniors Services Workshop, which provides education and information for service providers, and public education strategies around issues of importance to seniors, such as personal safety and elder abuse.

The ministry also promotes public knowledge and understanding of seniors and their contributions, for example, through the annual Senior Citizens Week. In addition, seniors and those who work with seniors are recognized through such activities as the Minister's annual Seniors Services Awards.

Alberta Seniors also supports the Seniors Advisory Council for Alberta. Reporting to the Minister of Seniors, the Seniors Advisory Council gathers views and suggestions from seniors and seniors' organizations across the province, and identifies issues that government should be aware of. In this way the Council strives to represent seniors' interests with integrity, accountability and respect.

In support of this goal Alberta Seniors plans the following activities:

1.2.1 Review a range of models to improve delivery of in-person and outreach information services to seniors.

1.2.2 Continue to develop effective ways to ensure seniors, seniors' families, and seniors service providers are well informed about provincial and federal programs, and other resources that benefit seniors.

1.2.3 Collaborate with other ministries and organizations to support provincial strategies to inform and educate seniors and their families about how to protect themselves against fraud and other crimes, and to enhance their personal safety.

1.2.4 Encourage communities to consider allocating a greater proportion of their grants to projects that enhance seniors' quality of life.

Performance Measure

	Target 2002-03
Satisfaction of seniors with information provided	90%

A measure of satisfaction with information has been used and reported for the last three years when services to seniors were delivered by Alberta Community Development. For the 2001-2002 reporting year a new methodology and rating scale were used, and this will be reported for the first time in the Alberta Seniors 2001-2002 Annual Report.

CORE BUSINESS 2: SUPPORT PROVISION AND MANAGEMENT OF SENIORS, FAMILY AND SPECIAL PURPOSE HOUSING

Goal 2.1: Provincially owned and supported housing to meet the basic needs of low-income families and individuals, seniors and persons with special needs is effectively managed and coordinated.

Appropriate housing is a central concern for seniors and other Albertans whose income does not always enable them to pay full market rent for accommodation. Alberta Seniors owns or supports approximately 36,000 housing units which are operated by management bodies, non-profit organizations, and municipalities. Alberta Seniors partners with the federal government, through the Canada Mortgage and Housing Corporation, to support the costs of maintaining this housing portfolio. The ministry also provides rent supplements, which reduce the cost of renting units, primarily in the private market.

These units are designed for seniors, low-income families and individuals, and persons with special needs who meet certain eligibility criteria. Eligible seniors may access self-contained apartments and cottages, and lodges providing additional services such as meals and laundry. For other low-income Albertans and those with special needs there is a range of social and specialized housing.

Alberta Seniors is responsible for coordinating the management and operation of these housing units in an efficient and effective manner.

The ministry also operates the Alberta Social Housing Corporation, a Crown corporation established under the authority of the Alberta Housing Act. It operates primarily as an administrative device for holding housing assets and mortgages.

In support of this goal Alberta Seniors plans the following activities:

2.1.1 Encourage municipalities to take a lead role in assessing their local housing needs, identifying priorities and developing strategies for addressing those needs. Improve the efficiency with which provincially funded housing programs are administered and the extent to which they complement municipal consolidated housing plans.

2.1.2 Review the relationship between the provincial government and management bodies/municipalities to ensure that housing funding is targeted to individuals and families with the greatest needs.

2.1.3 Negotiate a new social housing agreement with Canada Mortgage and Housing Corporation (CMHC) to redefine and streamline the federal/provincial housing relationship. Ensure that all provincial government requirements and processes are in place.

2.1.4 Subsequent to the new social housing agreement, develop a plan to manage the flow of funds from CMHC to the province and to administer any portion of the CMHC portfolio that is transferred to the province.

2.1.5 Pursue plans to dispose of provincially owned housing that is no longer appropriate to the ministry's housing portfolio, and direct the proceeds to more appropriate housing solutions, or transfer to community-based housing organizations.

2.1.6 Revise the Rent Supplement Program to ensure that rent supplements are targeted toward communities with the greatest need, and the program can be operated within the approved budget.

2.1.7 Review the ministry's special purpose housing portfolio to ensure that it is addressing housing needs effectively. The review will include consultation with other ministries, other levels of government, and community organizations to find opportunities for improving the coordination of special purpose housing and support services.

2.1.8 Initiate a review of the *Alberta Housing Act*, to be completed by Spring 2004.

Performance Measures

	Results 1999-2000	Results 2000-01	Target 2002-03
Satisfaction of housing clients with quality of accommodation and, where appropriate, services provided:			
◆ Seniors lodges clients	Methodology revised	91.5%	93.0%
◆ Self-contained housing clients		90.8%	93.0%
◆ Family and special purpose housing clients		78.7%	80.0%

Goal 2.2: Seniors, low-income families and individuals, and persons with special needs have access to a range of housing appropriate to their needs at reasonable cost.

Alberta's strong economic growth has placed pressure on housing availability in some areas of Alberta. Although many new houses and apartments are being built, these tend to be targeted at higher-income Albertans, and are beyond the reach of many families and individuals on low or fixed incomes.

For seniors, there is an increasing need for supportive housing to enable them to remain living in the community and to maintain as much independence as possible. Most supportive housing concepts integrate housing with the provision of a range of services, such as meals, laundry, homemaking, transportation, or personal care. Recognizing that the number of seniors in Alberta is growing and will continue to grow for some years, the private housing sector has begun to respond to their housing needs with a variety of innovative housing developments, particularly in larger urban settings. Private homemaking and personal care services are also available for seniors with the ability to pay. However, most of these supportive housing units and services are targeted at high- and middle-income seniors.

Alberta Seniors recognizes the need to develop a public response to the particular housing needs of low-income families and individuals, persons with special needs, and low-income seniors requiring supportive housing. The ministry, in partnership with other Alberta ministries, other levels of government, and the non-profit sector, is looking at new ways to increase the availability and accessibility of low-cost basic and supportive housing in Alberta.

In support of this goal Alberta Seniors plans the following activities:

2.2.1 Finalize a seniors housing and support framework. Establish a joint health and housing task force to provide analysis and advice on implementation of the framework.

2.2.2 Continue to improve the ministry's ability to estimate future subsidized housing needs. For seniors housing, this will include collaborating with Alberta Health and Wellness and with the regional health authorities to identify the number and types of seniors supportive housing needed.

2.2.3 Negotiate and finalize a bilateral agreement with the CMHC to participate in the federal Affordable Housing Program.

2.2.4 Collaborate with other Alberta government ministries, other levels of government, communities and the private and non-profit housing sectors to increase the supply of low-cost housing within the areas of highest need.

2.2.5 Develop a Remote Housing Program that could provide housing solutions in northern remote communities, including Aboriginal communities.

2.2.6 Support the provincial Homelessness Implementation Strategy, to ensure a range of housing facilities and support services are available to homeless people, including emergency shelters, transitional housing, and special needs initiatives. Lead the Senior Officials Committee on Homelessness to improve service/funding coordination, and to work towards long-term sustainability.

2.2.7 Ensure the smooth transfer of homeless shelters from Alberta Human Resources and Employment to Alberta Seniors, and incorporate administration of the shelters into Alberta Seniors' operations.

2.2.8 Collaborate with other provincial ministries, other levels of government, communities, and the private and non-profit housing sectors, to increase the supply of low-cost seniors supportive housing through the provision of one-time, targeted financial assistance.

2.2.9 Develop funding options to aid the development of supportive housing that is sustainable and targeted to those in need.

2.2.10 Work with legislative authorities and stakeholders to make building and service codes, standards and practices more supportive of the housing needs of an aging population.

Performance Measure

A measure for Goal 2.2 is to be developed. The measure will attempt to reflect the extent to which Albertans in need of low-cost housing are successful in accessing it. Development of the measure will include assessing and collecting data on the level of need for low-cost housing.

CORE BUSINESS 3: PROVIDE PLANNING AND POLICY DEVELOPMENT FOR SENIORS AND HOUSING

Goal 3.1: Government policies and plans effectively anticipate and address the needs of seniors and Albertans in need of housing supports.

Alberta Seniors provides a central coordinating and leadership structure within government on issues relating to seniors and housing. The ministry monitors social, economic and political trends within government, Alberta, Canada and globally, and analyzes them in terms of their potential to impact seniors, older Albertans, and people in need of low-cost housing. It anticipates, identifies, and researches relevant issues, reviews documentation, develops strategic plans, and prepares options and recommendations for government action in areas relating to seniors and housing.

As the lead ministry for seniors and housing, the ministry coordinates cross ministry projects, collaborates with other ministries and stakeholders, and provides information, analysis and advice on issues relating to seniors and housing.

The ministry participates in the federal/provincial/territorial forum of ministers responsible for seniors, and the forum of housing ministers, and coordinates Alberta's participation in major federal, provincial and territorial projects relating to seniors and housing.

In support of this goal Alberta Seniors plans the following activities:

3.1.1 Partner with Alberta Health and Wellness and Alberta Finance to support the cross ministry Health Sustainability Initiative.

3.1.2 Maintain the momentum of activities initiated through the Seniors Policy Initiative by implementing, tracking and/or coordinating projects started through this initiative. By 2004-05, implement selected short-term projects.

3.1.3 Improve the ministry's effectiveness in monitoring, anticipating, and responding to emerging seniors' and housing issues.

3.1.4 Continue to develop the ministry's leadership role with stakeholder groups, other provincial ministries, public authorities, and other levels of government in respect of seniors and housing initiatives.

3.1.5 Continue to improve the quality of the ministry's responsiveness to requests for accurate, timely and useful information on social, economic and political trends affecting seniors and housing.

3.1.6 Provide continuing support to interdepartmental projects and committees working on issues relating to seniors and housing.

3.1.7 Collaborate with senior officials from federal, provincial and territorial ministries with responsibility for seniors and housing to prepare for the proposed ministers' meeting in 2002.

3.1.8 Lead and coordinate preparations for the second phase of the national evaluation of the National Framework on Aging in 2003-04.

Performance Measure

	Results 1999-2000	Results 2000-01	Target 2002-03
Satisfaction of departments and agencies with the ministry's leadership and collaboration, and with the information, advice and analysis received	86.7%	85.1%	90%

CORPORATE STRATEGIES

In addition to engaging in activities directed towards the three core businesses above, the ministry is also involved in a range of corporate activities that help in improving the efficiency, effectiveness and safety of the working environment and business practices. For this business planning period, Alberta Seniors plans the following activities:

- Continue to support employee access to information technology with the objective of improving service to Albertans.
- Ensure a performance management appraisal system is in place for all ministry employees.
- Execute accommodation plan to consolidate ministry employees in a more effective working environment.
- Update the ministry Corporate Human Resource Plan (which includes performance management, recognition, succession planning, learning supports, health and safety).
- Cooperate in the advancement of the government-wide capital planning initiative.
- Develop a Business Resumption Plan to ensure the ministry is able to respond appropriately to disasters or major emergencies.

Expense by Core Business

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Core Business						
Provide Financial Support and Information Services to Seniors	165,519	175,645	176,750	191,750	193,233	194,672
Support Provision and Management of Seniors, Family and Special Purpose Housing	146,747	180,516	179,225	156,861	146,147	147,526
Provide Planning and Policy Development for Seniors and Housing	712	903	844	942	982	1,000
MINISTRY EXPENSE	312,978	357,064	356,819	349,553	340,362	343,198

Ministry Statement of Operations

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Transfers from Government of Canada	65,172	65,358	65,494	64,872	64,988	64,815
Investment Income	2,134	1,075	1,075	909	849	800
Other Revenue	12,838	7,255	9,409	6,576	5,152	3,235
MINISTRY REVENUE	80,144	73,688	75,978	72,357	70,989	68,850
EXPENSE						
Program						
Provide Financial Support and Information Services to Seniors	164,112	173,990	174,656	189,660	191,156	192,723
Support Provision and Management of Seniors, Family and Special Purpose Housing	91,654	129,769	128,432	110,751	101,976	105,443
Provide Planning and Policy Development for Seniors and Housing	703	892	832	929	969	988
Ministry Support Services	1,856	2,662	3,410	3,106	2,989	2,815
Valuation Adjustments and Other Provisions	254	164	164	164	164	164
Program Expense	258,579	307,477	307,494	304,610	297,254	302,133
Debt Servicing Costs						
Alberta Social Housing Corporation	54,399	49,587	49,325	44,943	43,108	41,065
MINISTRY EXPENSE	312,978	357,064	356,819	349,553	340,362	343,198
Gain (Loss) on Disposal of Capital Assets	6,660	(370)	205	12,636	7,103	12,612
NET OPERATING RESULT	(226,174)	(283,746)	(280,636)	(264,560)	(262,270)	(261,736)

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	80,144	73,688	75,978	72,357	70,989	68,850
Inter-ministry consolidation adjustments	(5,477)	368	234	(11.158)	(5,579)	(11,037)
Consolidated Revenue	74,667	74,056	76,212	61,199	65,410	57,813
Ministry Program Expense	258,579	307,477	307,494	304,610	297,254	302,133
Inter-ministry consolidation adjustments	(3,539)	(8,716)	(9,123)	(21,712)	(14,333)	(19,224)
Consolidated Program Expense	**255,040**	**298,761**	**298,371**	**282,898**	**282,921**	**282,909**
Ministry Debt Servicing Costs	54,399	49,587	49,325	44,943	43,108	41,065
Consolidated Expense	309,439	348,348	347,696	327,841	326,029	323,974
Gain (Loss) on Disposal of Capital Assets	6,660	(370)	205	12,636	7,103	12,612
Inter-ministry consolidation adjustments	(3,539)	(8,716)	(9,123)	(21,712)	(14,333)	(19,224)
CONSOLIDATED NET OPERATING RESULT	(231,651)	(283,378)	(280,402)	(275,718)	(267,849)	(272,773)

Solicitor General

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 26, 2002 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

Heather Forsyth, *Solicitor General*
February 26, 2002

INTRODUCTION

Alberta Solicitor General plays a key role in one of the Government of Alberta's top priorities - ensuring that Albertans live, work and raise their families in safe communities. In light of the events of September 11th, increased security measures and coordination with police agencies and other levels of government to support anti-terrorism efforts are new responsibilities that have become an essential aspect of this priority. These measures, in addition to effective policing, crime prevention, and corrections programs will all contribute to safe communities. When crime does happen, Alberta Solicitor General ensures that victims are treated with dignity and respect and receive the help they need.

In keeping with the direction provided by Albertans at the 1999 Albera Summit on Justice, we have implemented several key Summit recommendations to enhance community partnerships; protect victims; support families and children; and improve public knowledge and awareness. Over the next three years, we will look at ways to address the high proportion of Aboriginals within the criminal justice system as well as find alternative means of addressing people in conflict with the law who suffer from Fetal Alcohol Syndrome (FAS).

The Ministry will also work with police services and others to ensure an effective security plan is in place for the G-8 Summit in Kananaskis. We will follow through in our commitment of listening to Albertans by developing an implementation plan for the approved recommendations from the MLA Policing Review Committee. And, we will develop a long-term plan to provide direction for victims programs and services in Alberta.

Alberta Solicitor General will also strive to find ways to improve the way we do business and make the best of our resources. We will strengthen our partnerships with our stakeholders in policing, community organizations, and local government, and with Aboriginal people.

PLANNING ENVIRONMENT

Alberta Solicitor General has considered the following environmental factors in setting out strategic objectives for 2002-05:

Demographics: Alberta's population growth continues to outpace the national rate, and was among the strongest in Canada at 1.83 percent in 2001. Alberta's population grew by 280,000 over the last five years, topping the 3-million mark. Over 50 percent of that growth is due to inter-provincial migration. As Canada's population ages, there is an increase in the proportion of seniors in the population, who tend to report higher levels of fear for personal safety. Aboriginal people represent approximately 6 percent of the total population in Alberta according to the 1996 Census. Between 2000 and 2011 the Aboriginal population is projected to increase by 22 percent, versus 15 percent for Alberta's total population. The Aboriginal population is considerably younger than the general Alberta population.

Family Structure: Common-law and single-parent families increased 22 percent and 12 percent, respectively, between 1991 and 1996. Children are experiencing more parental separation and growing up in non-traditional families. As the number of single parents increases, the number of children living in low-income households also increases.

Youth Trends: Alberta has the second lowest youth crime rate of the four Western Provinces, although youth crime increased 4.4 percent in 2000. In 2000-01 the number of young offenders admitted to custody decreased from 3,286 in 1999-2000 to 3,110, while the average supervised community caseload was 3,014, down 1.4% from the previous year. One of the strongest influences that affect these numbers is Alberta's high application of alternative measure programming.

Aboriginal Justice Issues: There are seven First Nation police services serving 15 First Nation communities. Alberta Solicitor General will work with municipalities, non-governmental organizations, other government ministries, Aboriginal peoples and organizations to deliver services in a manner that supports community development and promotes safe Aboriginal communities.

Community and Local Justice Issues: The Justice Summit identified the need for victims to have a more meaningful role in all stages of the justice process. Another developing trend is the movement towards treatment-based initiatives and specialization, such as drug treatment courts, mental health courts and domestic violence courts. Alberta Solicitor General has been and continues to be involved in the delivery of restorative programs. Government is supportive of communities becoming more involved with the youth justice system at the local level.

Issues Creating Pressures on the Justice System: A significant challenge for the Ministry is the retirement of senior staff and the need to ensure that the corporate knowledge and experience required for business operations is maintained. The work force is aging, family structure is changing, and lifestyle/well-being choices impact the work place. Increased workloads and demand for skilled employees create additional stresses in the workplace. The Ministry must, through the many programs and services that it provides, continue to promote the public's confidence in the justice system.

Organized Crime, Technology and Globalization: Technology has facilitated the rapid movement of people, capital and information. Organized crime is evolving and expanding. Modern technology is making it much more difficult and costly for police to detect and investigate organized criminal activities. The challenge for the Ministry will be to partner with national and international agencies to produce a credible response to complex global economic and organized crime.

ALBERTA SOLICITOR GENERAL VISION, MISSION AND CORE BUSINESSES

Alberta Solicitor General's vision is a democratic and prosperous Alberta based on respect for the law, where all Albertans are safe in their homes and communities.

Our mission is to serve Albertans by promoting safe communities and by communicating with Albertans about the administration of justice.

The following core businesses are intended to reflect the primary responsibilities of the Ministry and those organizations that report to the Minister:

1. ***Policing, Crime Prevention and Security Operations***

   Promoting safe communities in Alberta by ensuring adequate and effective policing, promotion of crime prevention activities and provision of security to elected officials, government personnel, the judiciary and members of the public attending government functions or facilities.

2. ***Victims Services***

   Ensuring victims are treated with dignity and respect and that they receive information about programs and services, assistance during the criminal justice process and that eligible victims receive prompt financial benefits.

3. ***Custody, Supervision and Rehabilitative Opportunities for Offenders***

   Providing effective and efficient security and supervision of offenders that enhances public safety while offering offenders assistance to become law-abiding citizens.

GOALS, STRATEGIES AND PERFORMANCE MEASURES

GOAL 1: PROMOTE SAFE COMMUNITIES IN ALBERTA

Relates to Government Business Plan Goal:

- Alberta will be a safe place to live and raise families.

STRATEGIES

1.1. Promote the safety and security of Albertans in their communities by;·
  - Working in partnership with Solicitor General Canada to develop an implementation plan for a National Sex Offender Registry.
  - Developing and implementing a high-risk offender website.

1.2. Ensure safety and security of those attending international events in the province.
  - The Ministry will work with the RCMP, other police services, other provinces, and stakeholders under the lead of the federal government to ensure that a plan is in place to address adequate security at the G8 Summit in Kananaskis.

1.3. Participate in the Alberta Children and Youth Initiative through the Provincial Crime Prevention Strategy, as well as the Children's Mental Health, Fetal Alcohol Syndrome, Child Prostitution and Early Intervention initiatives. (Justice Summit Theme: Enhance Community Partnerships)

1.4. Alberta Solicitor General will work with police services, Alberta Justice, Justice Canada and other stakeholders to draft policy and training materials and revise custody and community programming as appropriate to the requirements of the *Youth Criminal Justice Act*. (Justice Summit Theme: Clarify Accountability)

1.5. Develop a government response and implementation plan for the approved recommendations arising from the MLA Policing Review Committee. (Justice Summit Theme: Enhance Community Partnerships)

1.6. Revise the policing standards' implementation plan in view of the recommendations arising from the MLA Policing Review Committee.

1.7. Enhance the partnership with the RCMP in the administration of the Provincial Police Service Agreement.

1.8. Continue to support the Provincial Crime Prevention Strategy. (Justice Summit Theme: Enhance Community Partnerships)

1.9. Support the National Crime Prevention Strategy. (Justice Summit Theme: Enhance Community Partnerships)

1.10. Continue to support the Federal *DNA Identification Act*.

1.11. In partnership with Chiefs and Councils and First Nations Police Commissions develop efficient and effective Alberta/First Nation policing options. (Justice Summit Theme: Increase Sensitivity and Cultural Awareness)

1.12. Continue to support Police Officer Recruit Training for First Nation Police. (Justice Summit Themes: Increase Sensitivity and Cultural Awareness and Take Action on Previous Studies and Reports on Justice)

1.13. Continue to provide Special Constable Training for special constables employed by municipalities, other government ministries, First Nations and Metis Settlements.

1.14. Continue to focus resources on serious and violent crime.

1.15. Continue to support the Provincial Organized and Serious Crime Strategy with the Criminal Intelligence Service Alberta (CISA) and policing partners. (Justice Summit Theme: Enhance Community Partnerships)

1.16. Develop a Provincial Impaired Driving Enforcement Strategy, in conjunction with Alberta Justice, Alberta Transportation, and police services.

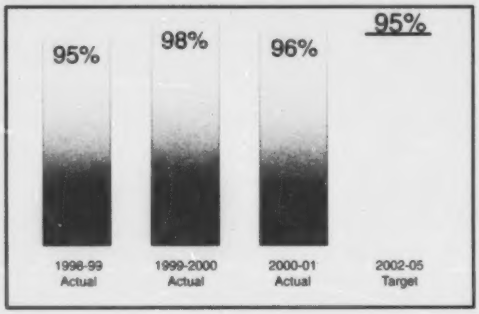
1.17. The Ministry will work in partnership with police services, First Nations, and the Ministry of Gaming to improve sharing of information among enforcement agencies and stakeholders and to ensure implementation of and compliance with the First Nations Gaming Policy.

1.18. Implement Government of Alberta Crisis and Consequence Management Plan which identifies Alberta Solicitor General as the lead agency in crisis management. This includes implementation and operation of an Intelligence Unit within the Ministry.

PERFORMANCE MEASURES

1. Public Perception of Safety in the Home

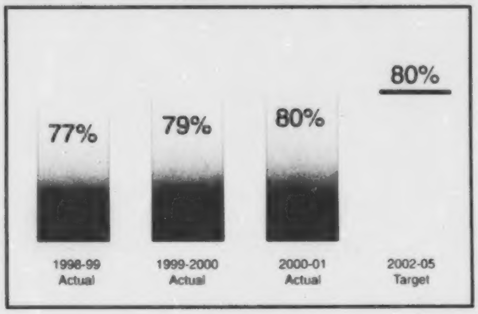
The percentage of Albertans who feel "somewhat safe" to "very safe" in their own homes.



Source: Annual Public Survey

2. Public Perception of Safety in the Neighbourhood

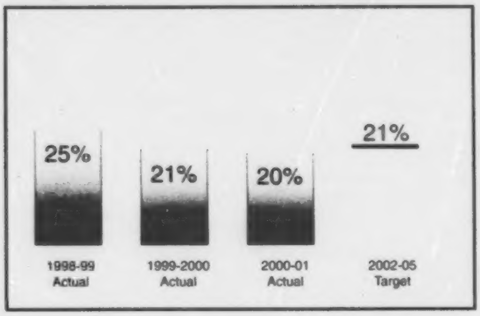
The percentage of Albertans who feel "somewhat comfortable" to "very comfortable" walking alone in their neighbourhoods at night.



Source: Annual Public Survey

3. Victimization Rate

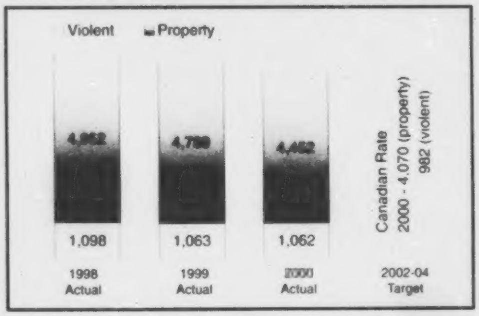
The percentage of Albertans who have reported being a victim of crime in the past year.



Source: Annual Public Survey

4. Crime Rate: Violent Crime and Property Crime

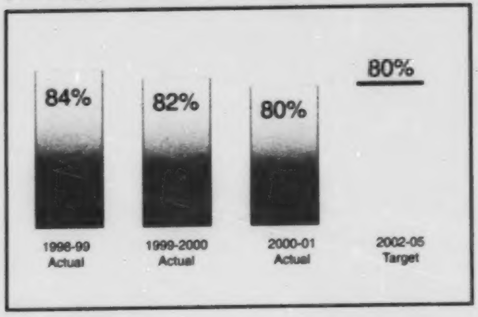
The rate (per 100,000 pop) of violent crime and rate of property crime as reported by police.



Source: Uniform Crime Reporting (UCR) Survey
Canadian Centre for Justice Statistics

PERFORMANCE MEASURES

5. Public Satisfaction with Policing
The percentage of Albertans who feel "somewhat satisfied' to "very satisfied" with policing in Alberta.



Source: Annual Public Survey

GOAL 2: PROVIDE SERVICES TO VICTIMS AND WORK WITH ALBERTA JUSTICE TO ENSURE VICTIMS HAVE A MORE MEANINGFUL ROLE IN THE CRIMINAL JUSTICE SYSTEM.

Relates to Government Business Plan Goal:

- Alberta will be a safe place to live and raise families.

STRATEGIES

2.1 Develop a ten-year victims' vision statement to provide direction for victims programs and services in Alberta.

2.2 Complete a review of relevant Justice and Solicitor General legislation and policy from a victim's perspective and finalize recommendations for change to ensure a more meaningful role for victims in the criminal justice system. (Justice Summit Theme: Increase the Role of Victims)

2.3 Help community groups and organizations establish programs and initiatives that meet the needs of victims of crime. (Justice Summit Theme: Increase the Role of Victims)

2.4 Review the Victim Impact Statement program process and procedures and revise the guidelines. (Justice Summit Theme: Increase the Role of Victims)

2.5 Continue to safeguard the interests of child victims by directing financial benefit payments to the Public Trustee for administration.

2.6 Continue to empower victims by offering settlements of long-term Crimes Compensation Board cases where it is in the best interest of the victim and projected awards can be reasonably estimated.

2.7 Enhance accountability of funded victim services programs.

2.8 Implement regulatory and legislative amendments to the Victims Financial Benefits program in accordance with the *Victims of Crime Amendment Act.*

2.9 Establish a new Financial Benefits program database to reflect changes to the *Victims of Crime Amendment Act.*

2.10 Develop a provincial training manual for victim service volunteers in Alberta.

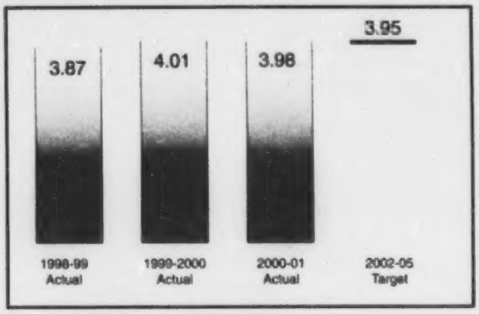
2.11 In collaboration with community organizations and other government organizations, increase awareness and enhance training to victim service program coordinators and criminal justice staff. (Justice Summit Theme: Increase the Role of Victims)

2.12 Disseminate information about legislation, and programs and services for victims to police, victim service programs and criminal justice staff. (Justice Summit Theme: Increase Sensitivity and Cultural Awareness)

PERFORMANCE MEASURES

1. Satisfaction with Services Provided to Applicants for Victim Financial Benefits

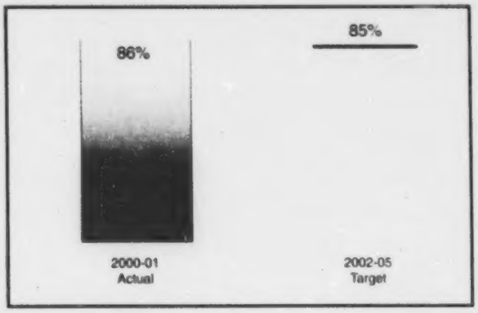
Satisfaction rate (based on a five-point rating scale) scale) with services provided to applicants for victim financial benefits.



Source: Client Satisfaction Survey, Public Security Division

2. Access to Victim Service Units

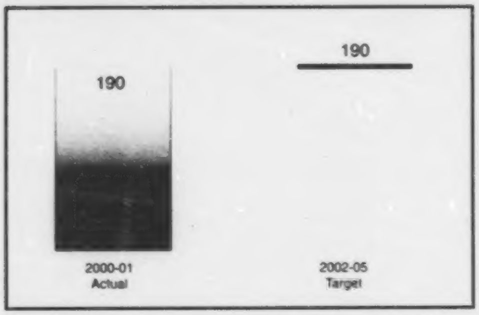
Percentage of Alberta police services or RCMP detachments that have, or have access to, a victim service unit.



Source: Administrative data, Public Security Division

3. Number of Victim Service Initiatives

The number of victim services initiatives supported by Alberta Solicitor General. Includes: Victim Service Units and Programs; Youth Justice Committees; Alternative measures programs; Financial benefits program; Victim impact statement program; and Victim restitution program.



Source: Administrative data, Public Security Division

GOAL 3: FACILITATE THE REHABILITATION OF OFFENDERS.

Relates to Government Business Plan Goals:

- Alberta will be a safe place to live and raise families.
- The well being and self-reliance of Aboriginal people will be comparable to that of other Albertans.

STRATEGIES

3.1 Alberta Solicitor General will continue its emphasis on offender work service contribution to communities.

3.2 Support the youth justice committee program and expand to other eligible communities including Aboriginal communities. (Justice Summit Theme: Enhance Community Partnerships)

3.3 The Adult and Young Offender Alternative Measures Program will be reviewed and expanded where appropriate. (Justice Summit Theme: Clarify Accountability)

STRATEGIES

3.4 The Ministry will continue to refine and expand youth attendance centre programs to ensure effective offender supervision and, as well, to ensure that the Ministry is positioned to respond to the requirements of the *Youth Criminal Justice Act*.

3.5 The Ministry will continue its emphasis on ensuring the availability of alternatives to custody for young offenders. (Justice Summit Theme: Clarify Accountability)

3.6 Working closely with Alberta Health and Wellness, Alberta Solicitor General will make available programs that provide an appropriate treatment response to young offenders experiencing mental health problems. (Justice Summit Theme: Enhance Community Partnerships)

3.7 In cooperation with Alberta Health and Wellness/Mental Health Board, Alberta Solicitor General will develop a framework strategy to provide additional alternatives to the criminal justice system for criminally involved individuals who are mentally ill.

3.8 Alberta Solicitor General will continue to support innovative, community-based initiatives to address domestic violence, including reviewing police and prosecution domestic violence policy with the Federal/Provincial/Territorial working group.

3.9 Contingent on the capacity of the community, Alberta Solicitor General will consider the transfer of community corrections program management to Aboriginal communities expressing an interest and demonstrating a readiness. (Justice Summit Theme: Clarify Accountability)

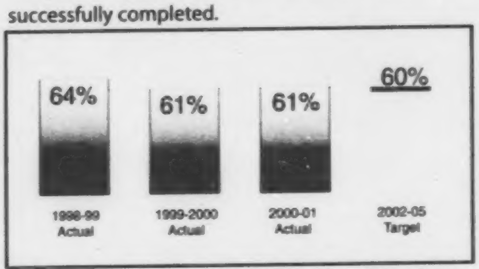
3.10 Continued delivery of Aboriginal cultural and spiritual programming in young offender and adult correctional centres.

3.11 In cooperation with Aboriginal and Justice stakeholders, develop recommendations on the enhancement of the Alexis court model (Justice Summit Theme: Clarify Accountability)

PERFORMANCE MEASURES

1. Outcome of Correctional Sanctions: *Successful Completion of Young Offender Probation Dispositions*

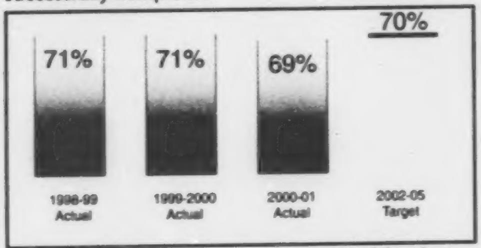
The percentage of supervision cases that were successfully completed.



Source: Administrative data, Correctional Services Division

2. Outcome of Correctional Sanctions: *Successful Completion of Adult Probation Sentences*

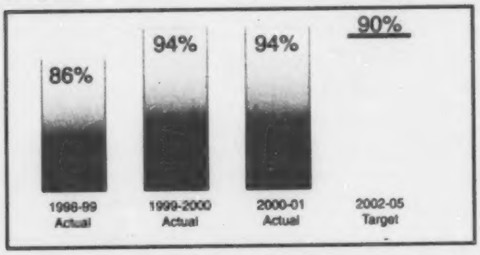
The percentage of supervision cases that were successfully completed.



Source: Administrative data, Correctional Services Division

3. Percent of Offenders Involved in Work, Education, Treatment or Life Management Programs

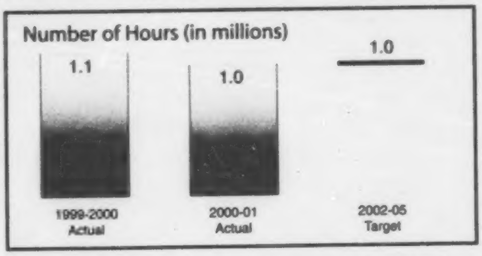
The percentage of incarcerated offenders involved in provincial work, education and life management programs.



Source: Administrative data, Correctional Services Division

4. Number of Hours of Community Service

The number of hours of community service performed by offenders in custody who are housed in centres, camps and group homes, and by offenders serving their sentence in the community.



Source: Administrative data, Correctional Services Division

GOAL 4: ENSURE SECURE AND EFFICIENT CUSTODY, COMMUNITY SUPERVISION AND TRANSPORTATION OF OFFENDERS.

Relates to Government Business Plan Goal:

- Alberta will be a safe place to live and raise families.

STRATEGIES

4.1 Enhance efficiency of correctional services through continued review and assessment of the effectiveness of correctional programming delivered in custodial and community settings.

4.2 The Ministry will ensure that offenders held at secure adult and young offender centers will remain until their lawful release date.

4.3 Expand the secure inmate telephone system that prevents unauthorized offender calls from the Edmonton and Calgary Remand Centres.

4.4 Work closely with the RCMP, Infrastructure, Innovation and Science, Environment and other stakeholders to develop a province-wide multi-user radio system.

4.5 Review opportunities for community-based delivery of correctional programs by community-based Aboriginal contractors.

4.6 To develop a crisis management plan to enhance the safety and security of Albertans using the courts.

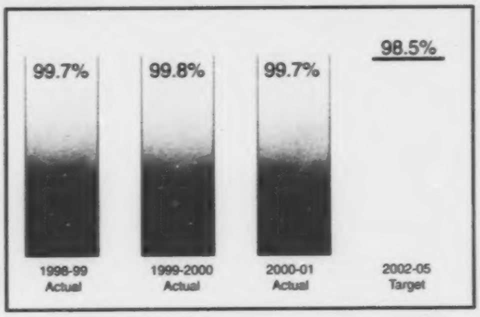
4.7 The Ministry will continue its emphasis on safe custody and transportation of adult and young offenders between courts and adult correctional and youth offender centers.

4.8 The Ministry will ensure that Provincial Protection officers complete basic and advanced training to enable them to carry out their security, custody and escort functions.

PERFORMANCE MEASURES

1. Successful Completion of Temporary Absence Supervision

The percentage of offenders on temporary absence who do not incur a new criminal charge while under supervision.

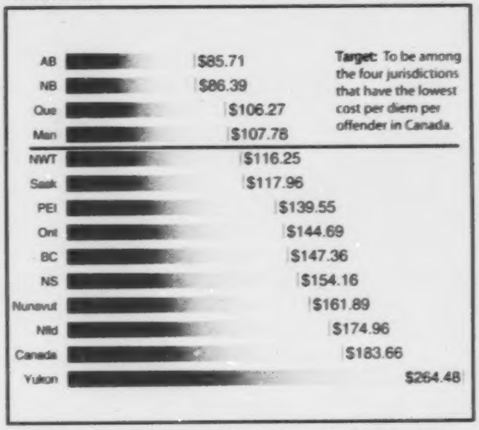


Source: Administrative data, Correctional Services Division

2. Per Diem Cost for Housing Adult Offenders in a Correctional Facility

The average cost per day to house one adult inmate in a correctional facility.

1999/2000



Target: To be among the four jurisdictions that have the lowest cost per diem per offender in Canada.

Source: Administrative data, Correctional Services Division

3. Number of Escape Incidents from Secure Custody

The number of escape incidents from secure custody, (within a correctional facility) or during transport.

1989-99	1999-2000	2000-01	2002-05 Target
0	1	0	0

Source: Administrative data, Correctional Services Division and Public Security Division

4. Successful Transportation of Prisoners to Court

The percentage of Court and Prisoner Services transports that are on time for court appearances.

Historical Data Not Available

2002-05 Target: 85%

Source: Administrative data, Public Security Division

COLLABORATION WITH ALBERTA JUSTICE

To ensure effective and efficient administration of justice in the province, the Ministry of Solicitor General continues to work closely with Alberta Justice in the development of business plan strategies and initiatives, as well as activities such as environmental scanning and development of effective measures of results.

This business plan is the result of that collaboration, and the achievement of the business plan goals of Alberta Solicitor General will involve joint activity by the ministries as well as on-going partnership with many other government ministries, and stakeholders in policing, community organizations, local government, and with Aboriginal people.

Specific strategies are described under each goal above. Major areas of collaboration with Alberta Justice to achieve Ministry strategic priorities include:

Serious and Violent Crime Strategy: working to focus the resources of the criminal justice system on an integrated and cooperative effort to combat serious and violent crime and deal effectively with those offenders who pose the most serious risk of significant harm.

Organized Crime Strategy: working in partnership with Alberta Justice, Criminal Intelligence Service Alberta (CISA), and policing partners to focus resources on developing strategies to detect, combat and control organized crime in Alberta.

Youth Criminal Justice Act: working with police services, Alberta Justice, Justice Canada and other stakeholders to draft policy and training materials and revise guidelines, business processes, information technology as appropriate to the requirements of the *Youth Criminal Justice Act*.

Provincial Impaired Driving Enforcement Strategy: working in partnership with other stakeholders including government, non-government, police and interest groups is required due to the important role that enforcement plays in addressing impaired driving. The goal is to reduce the prevalence of alcohol-impaired driving and consequently, the number of deaths, injuries and property losses resulting from alcohol-related crashes in Alberta. The key areas of impaired driving initiatives include awareness, enforcement, research and legislation.

Community Justice Initiatives: working in partnership with Alberta Justice, the ministries of Health and Wellness, Learning, Community Development, Aboriginal Affairs and Northern Development, Human Resources and Employment, and Children's Services, and with the Alberta Mental Health Board and AADAC to support existing and develop new community-based restorative justice initiatives.

Victims Services: increasing awareness of staff and community organizations about the role of the victim in the criminal justice system and programs and services that are available and working together to ensure victims receive information about their opportunities to have a more meaningful role in the criminal justice process.

Domestic Violence: Solicitor General continues to support Domestic Violence Initiatives such as the pilot Calgary Domestic Violence Court project. As one of several partnering ministries, Solicitor General will continue to support the approval of a provincial Family Violence Treatment Framework. This Framework is currently being led by the Alberta Mental Health Board and Alberta Health and Wellness.

Enhancing Court Security: working with Alberta Justice and other stakeholders to draft a plan that provides enhanced integration, effectiveness and seamless security to the court security program.

PRIORITY POLICY CROSS-MINISTRY INITIATIVES

Alberta Solicitor General is an active partner working with other ministries in a number of initiatives that are overall policy priorities for the Government of Alberta:

Aboriginal Policy Initiative: Alberta Solicitor General will implement a wide range of programs and initiatives that contribute to the well-being and self-reliance of Aboriginal people as a member of the Aboriginal Policy Initiative. Over the next three years the Ministry will focus on increasing the number of Aboriginal community initiatives (youth justice committees, community-based contracted services), developing new First Nations policing options, and enhancing cultural and spiritual programming in correctional centres.

Alberta Children and Youth Initiative: The Ministry will also contribute to the implementation of the Alberta Children and Youth Services Initiative with the overall goal of ensuring that Alberta children and youth are well cared for, safe, successful at learning and healthy.

The Ministry will work closely with the Alberta Mental Health Board and partnering ministries to implement the Children's Mental Health Policy Framework. A major area of focus will be on the development of programs and services for young offenders experiencing mental health problems. In addition, training on fetal alcohol syndrome (FAS) and mental health issues will be provided to staff, contracted agencies and volunteer groups. Care and support will be provided to offenders with FAS/FAE. Police services will continue to protect children involved in prostitution. Staff will participate in awareness workshops so that they can help prevent and appropriately intervene with children involved in prostitution. Youth in transition will be a key initiative with efforts focusing on implementing the Youth in Transition Policy Framework. The Ministry will actively participate in the development and implementation of information sharing protocols.

KEY CORPORATE STRATEGIES

HUMAN RESOURCE STRATEGIES

Alberta Solicitor General will respond to Ministry human resource priorities and the Corporate Human Resource Development Strategy in the 2002 - 2005 Business Plan. Key initiatives will be undertaken to address four specific Ministry and corporate strategies.

- A continuous learning strategy will be implemented to ensure training and development activities are linked to the Ministry's and division's business plans.
- A leadership continuity plan will be implemented to ensure the Ministry has employees with the competencies to meet its current and future leadership needs.
- The Ministry will provide an Employee Recognition Program that recognizes employees for service and merit excellence.
- Programs will be implemented to attract and retain skilled employees.

INFORMATION TECHNOLOGY MANAGEMENT STRATEGIES

Solicitor General uses a variety of Information Technology Management strategies to support its mission and core businesses. The Correctional Services Division relies on a very large mainframe-based computer system to store and process information on offenders incarcerated in the correctional system. During the next three years, Correctional Services will begin the process for renewing this system. Correctional Services uses a separate system to support the tracking of offenders serving their sentences within the community. A third system provides for the scheduling of corrections officers working in the custody centres. Solicitor General will continue to maintain and enhance all its systems to ensure that they operate in an efficient and effective manner for Solicitor General and for its partners in criminal justice.

Solicitor General will commence development and deployment of a replacement for the current Victims of Crime Financial Benefits database. This database is needed to meet management information requirements and accommodate the changes made in the *Victims of Crime Amendment Act.*

Solicitor General will utilize the Internet through its web-site as an educational tool to provide the public with information on its programs for crime prevention, services to victims, policing and correctional services. Solicitor General will examine ways in which the Internet can be used for electronic service delivery.

Solicitor General will respond to Federal legislative changes such as the *Youth Criminal Justice Act* by adjusting computer systems and operational procedures as needed to support the new legislation.

Solicitor General is a partner in the National Justice Statistics Initiative, working with Federal, Provincial and Territorial Deputy Ministers responsible for the administration of justice in Canada, and Statistics Canada, through the Canadian Centre for Justice Statistics. The purpose of this initiative is to develop Canada's system of justice statistics and information in order to support safe communities, and to ensure that accurate information regarding the nature and extent of crime and the safety of communities is available to the public.

Solicitor General will participate in cross-government initiatives sponsored by other ministries, for example the Traffic Safety Data Project and integration of systems with other partners in criminal justice. Solicitor General supports and will work within the government-wide policy "Connecting for the Future - A Government of Alberta Strategy for Information and Technology Management".

BUSINESS RESUMPTION PLAN

The original Business Resumption Plan was filed with Disaster Services in October 1999. The plan required updating to reflect the March 2001 government reorganizations and to comply with the requirements of the *Disaster Services Act*. The Ministry's plan contains a consolidated Ministry plan outlining the communication and escalation process, current business function priorities within the Ministry, and a synopsis of the contingency objective and strategies for each business function within the divisional plans. The revised Business Resumption Plan for Alberta Solicitor General was filed with Disaster Services in January 2002.

Expense by Core Business

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Core Business						
Corrections	114,580	117,483	122,758	131,282	130,009	128,877
Policing and Crime Prevention	106,811	125,581	124,676	126,983	128,106	128,117
Victims' Services	7,933	11,868	11,867	10,021	10,282	10,283
MINISTRY EXPENSE	229,324	254,932	259,301	268,286	268,397	267,277

Ministry Statement of Operations

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Transfers from Government of Canada	20,184	21,516	22,355	23,169	22,800	21,813
Investment Income	261	200	208	200	200	200
Premiums, Fees and Licences	318	325	325	325	325	325
Other Revenue	12,487	11,565	12,972	14,927	15,224	15,382
MINISTRY REVENUE	33,250	33,606	35,860	38,621	38,549	37,720
EXPENSE						
Program						
Ministry Support Services	4,497	5,496	5,559	5,605	5,733	5,729
Public Security	104,246	122,742	121,875	124,204	125,242	125,243
Correctional Services	111,829	114,827	120,000	128,408	127,103	125,986
Victims of Crime Fund	7,741	11,600	11,600	9,802	10,052	10,052
Valuation Adjustments and Other Provisions	1,011	267	267	267	267	267
MINISTRY EXPENSE	229,324	254,932	259,301	268,286	268,397	267,277
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(196,074)	(221,326)	(223,441)	(229,665)	(229,848)	(229,557)

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	33,250	33,606	35,860	38,621	38,549	37,720
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	33,250	33,606	35,860	38,621	38,549	37,720
Ministry Program Expense	229,324	254,932	259,301	268,286	268,397	267,277
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**229,324**	**254,932**	**259,301**	**268,286**	**268,397**	**267,277**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(196,074)	(221,326)	(223,441)	(229,665)	(229,848)	(229,557)

Sustainable Resource Development

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 26, 2002 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

M. Cardinal

Mike Cardinal, *Minister of Sustainable Resource Development*
February 26, 2002

INTRODUCTION

The Ministry of Sustainable Resource Development was created in the spring of 2001 from components of three ministries - Environment; Agriculture, Food, and Rural Development; and Resource Development. In addition to the Department of Sustainable Resource Development, the Ministry includes the Natural Resources Conservation Board, the Surface Rights Board and the Land Compensation Board and the Environmental Protection and Enhancement Fund.

Sustainable Resource Development (SRD) ensures that the values and benefits Albertans receive today from wildlife resources and economic, recreational, cultural and social activities conducted on Alberta's public lands are sustainable for future generations. Working with other Ministries, and within a strategic framework defined by 11 Acts and associated Regulations, SRD develops and implements policies on land use and resource development that respect a dynamic balance among protection, development, access and opportunity.

Pressures on Alberta's landscape are increasing as a result of a vibrant economy, a strong, global energy market and a growing urban population in Alberta. The challenges affecting Sustainable Resource Development's ability to deliver its mandate include:

- Finding the right dynamic balance among economic, environmental and social values and benefits arising from Alberta's public lands and renewable resources;
- Accommodating heightened public expectations for sound resource management decision-making;
- Integrating scientific, technical, social and political considerations into the decision-making framework for resource management; and
- Integrating and balancing competing resource industry demands and expectations on the landscape to moderate the industrial footprint.

While pressures on Alberta's landscape lead to the preceding challenges, they also provide the Ministry with opportunities to look for new and innovative ways of providing services and delivering programs. Within the context of the 2002/05 business plan, the Ministry will be exploring innovative approaches to delivering its services to industry, government and citizens.

VISION

Alberta's public lands, forest, rangelands, fish and wildlife resources are managed within a policy, administrative and regulatory framework that benefits both present and future Albertans.

MISSION

To ensure the sustained contribution of benefits to Albertans from Alberta's public land and wildlife resources.

DEPARTMENT CORE BUSINESSES

The mandate of SRD broadly encompasses the Government's three core businesses of People, Prosperity and Preservation. The Department concentrates on five core businesses to achieve its mission of sustaining the benefits Albertans receive from public land and wildlife resources.

- **Forest Protection** - focussed on protecting the multiple values received from forests within the Forest Protection Area of the province by working cooperatively with municipalities, industry, and other stakeholders.
- **Forest Land and Resource Management** - focussed on managing Alberta forests and forest benefits to support a full range of uses and values, including timber production, wildlife habitat and recreational uses.
- **Fish and Wildlife Management** - focussed on managing Alberta's fish and wildlife resources to preserve their intrinsic value to the environment as well as their recreational and economic importance to Albertans.
- **Rangeland Management** - focussed on managing Alberta public rangelands to support a full range of uses and values that include: livestock grazing, recreational use, and wildlife habitat.
- **Land Use Disposition Management** - focussed on ensuring that dispositions are efficiently and effectively managed to ensure balanced use and stewardship of Alberta's public lands.

FOREST PROTECTION

Goal: Protect Alberta's forests and forest communities by preventing and suppressing wildfires.

Objectives

- **Prevention** - Keep the number of human-caused fires within the Forest Protection Area from increasing, despite population growth and escalating fire start potential.
- **Detection** - Rapidly detect and promptly report all wildfires occurring within the Forest Protection Area.
- **Initial Response** - Ensure timely and effective initial attack strategies for reported wildfires.
- **Containment** - Quickly contain and suppress escaped wildfires occurring within the Forest Protection Area to minimize fire losses.

RELATIONSHIP TO GOVERNMENT BUSINESS PLAN

This core business supports the following goals of the Government's Business Plan:

- Goal #6 - The well-being and self-reliance of Aboriginal people will be comparable to that of other Albertans.
- Goal #15 - Alberta will be a safe place to live and raise families.
- Goal #16 - Alberta's renewable natural resources will be sustained.

FOREST LAND AND RESOURCE MANAGEMENT

Goal: Enhance the economic, environmental and social contributions of Alberta's forests and forest lands to Albertans.

Objectives

- Provide a clear, balanced approach to forest management through a forestry policy, legislative and regulatory framework that maximizes the benefits Albertans accrue from forests and forest lands.
- Encourage sustainable forest management through adaptive forest management planning and practices by government and industry.
- Protect Alberta's forests from insect, disease and weed pests through effective detection and management strategies that recognize shared responsibility with industry, municipal and federal governments.
- Increase the value of forest products produced from Alberta's forest resource through:
  - Unleashing innovation;
  - Competing in the global marketplace;
  - Leading in learning; and
  - Strengthening Alberta's economy.

RELATIONSHIP TO GOVERNMENT BUSINESS PLAN

This core business supports the following goals of the Government's Business Plan:

- Goal #6 - The well-being and self-reliance of Aboriginal people will be comparable to that of other Albertans.
- Goal #7 - Alberta will have a prosperous economy.
- Goal #9 - Alberta businesses will be increasingly innovative.
- Goal #10 - Alberta's value-added industries will lead economic growth.
- Goal #14 - Alberta businesses will increase exports.
- Goal #16 - Alberta's renewable natural resources will be sustained.

FISH AND WILDLIFE MANAGEMENT

Goal: Enhance the economic, environmental and social contributions of Alberta's fish and wildlife resources to Albertans.

Objectives

- Provide a clear, balanced approach to fish and wildlife management through a fish and wildlife policy, legislative and regulatory framework that maximizes the benefits Albertans receive from these resources.
- Sustain the recreational enjoyment of fish and wildlife resources with appropriate allocation and licensing decisions.
- Mitigate and reduce negative interactions between wildlife and humans.
- Partner with Aboriginal communities to sustain traditional uses of fish and wildlife resources.
- Maintain up-to-date management plans for all game species and species at risk to ensure decision-making enhances the contribution of these resources to Albertans.

- Encourage sustainable fisheries by improving
  - the viability of the commercial fishing industry;
  - habitat maintenance and restoration;
  - the fish stocking system; and
  - management information.

RELATIONSHIP TO GOVERNMENT BUSINESS PLAN

This core business supports the following goals of the Government's Business Plan:

- Goal #7 - Alberta will have a prosperous economy.
- Goal #16 - Alberta's renewable natural resources will be sustained.
- Goal #17 - The high quality of Alberta's environment will be maintained or enhanced.
- Goal #18 - Albertans will have the opportunity to enjoy the province's natural, historical and cultural resources.

RANGELAND MANAGEMENT

Goal: Enhance the economic, environmental and social contributions of Alberta's rangelands to Albertans.

Objectives

- Provide a clear, balanced approach to rangeland management through a rangeland management policy, legislative and regulatory framework that maximizes the benefits Albertans accrue from public rangelands.
- Ensure that Alberta's livestock industry has access to long-term, secure public rangeland grazing.
- Support sustainable range management practices and decisions through coordinated inventories, knowledge transfer and applied research programs.
- Encourage good stewardship practices by monitoring utilization of public rangelands.
- Manage public rangelands in a manner that supports the co-existence of multiple uses and resource values.

RELATIONSHIP TO GOVERNMENT BUSINESS PLAN

This core business supports the following goals of the Government's Business Plan:

- Goal #7 - Alberta will have a prosperous economy.
- Goal #16 - Alberta's renewable natural resources will be sustained.
- Goal #17 - The high quality of Alberta's environment will be maintained or enhanced.

LAND USE DISPOSITIONS MANAGEMENT

Goal: Optimize the long-term benefits (environmental, social and economic) that Albertans receive from public lands through effective, efficient disposition management.

Objectives

- Provide an integrated, balanced approach to land use through a land management policy, legislative and regulatory framework that maximizes the long-term benefits Albertans accrue from public lands.
- Encourage sustainable land use practices through integrated land use planning by government and industry.
- Ensure dispositions for the use of public lands are issued in a timely, effective manner with the appropriate and relevant conditions.

RELATIONSHIP TO GOVERNMENT BUSINESS PLAN

This core business supports the following goals of the Government's Business Plan:

- Goal #7 - Alberta will have a prosperous economy.
- Goal #16 - Alberta's renewable natural resources will be sustained.
- Goal #17 - The high quality of Alberta's environment will be maintained or enhanced.

MINISTRY SUPPORT SERVICES

Goal: Foster effective and affordable support services that enable the Ministry to deliver its mandate and continually improve its performance.

Objectives

- Reduce the Ministry's administrative and information technology costs through the use of the Alberta Corporate Service Centre.
- Align the Ministry's information technology strategy with the Government's technology strategy.
- Align staff learning and development opportunities with the Government's goals and priorities.
- Plan for leadership succession and enhance leadership capacity at all levels, while meeting organizational requirements.
- Compose a Business Resumption Plan outlining the Ministry's role in providing essential services during different emergency situations as well as describing procedures for ensuring the well-being and productivity of staff after an emergency or disaster.

CROSS-MINISTRY INITIATIVES

The mandate of the Ministry of Sustainable Resource Development can only be accomplished through effective partnerships and integrated delivery with other Ministries.

Aboriginal Policy Initiative

Objective: Increase the participation by Aboriginal people in the Alberta economy.

Four of the core businesses of SRD directly or indirectly support the achievement of this objective. Aboriginal people's participation in resource-based economic activities is encouraged through fire-fighting training as well as employment and business opportunities; forest community timber programs; as well as integrated resource planning and consultation on Alberta's public lands and wildlife resources.

Economic Development Strategy

Objectives: Continue to implement Alberta's economic strategy as outlined in *"Get Ready Alberta"*.
Develop a broadly based versatile economy by further diversifying Alberta's economic sectors.
A collaborative approach to regional economic development that builds on regional goals, priorities and strengths

All of the core businesses of SRD directly or indirectly support the achievement of these objectives. SRD demonstrates its commitment to the goals and objectives of the Economic Development Strategy by encouraging the use of new technologies in resource-based industries; the growth in value of manufactured forestry products shipments; and the development of regional strategic frameworks that build on regional goals, priorities, and strengths.

Sustainable Development Strategy

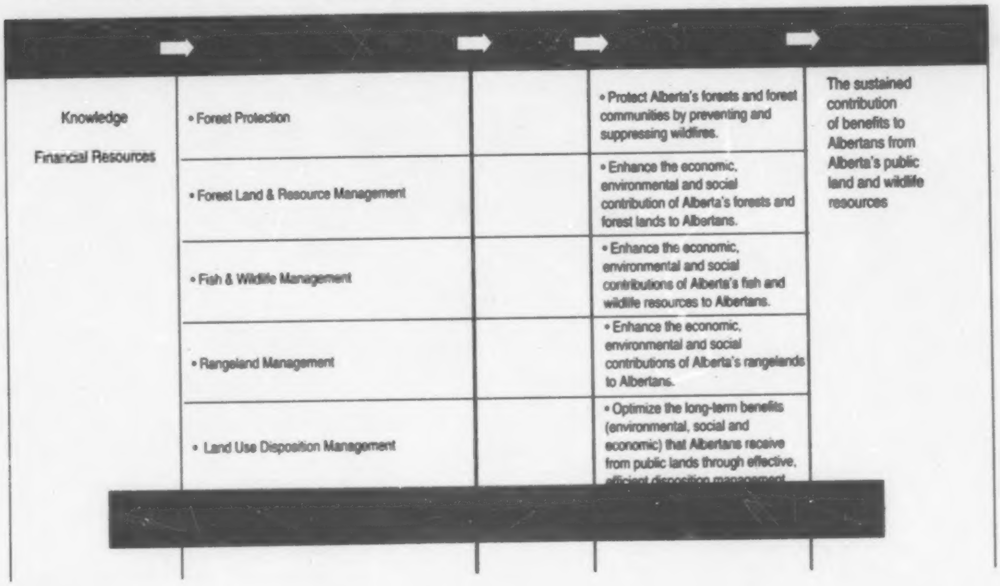
Objectives: To acknowledge, pursue, and reflect the province's commitment to sustainable resource and environmental management in policies, legislation, programs and day to day activities.

All of SRD's core businesses directly or indirectly support the achievement of this objective. SRD reflects its commitment to the goals and objectives of *Alberta's Commitment to Sustainable Resource and Environmental Management* by ensuring public lands and renewable resources are managed to sustain their economic, social, and environmental values and benefits for future generations. This commitment is reflected in the management of renewable resources for long-term viability; protection of forested areas and species diversity; recognition of the interdependent status of public lands and renewable resources; and the management of resources to reflect multiple uses and values.

PERFORMANCE MANAGEMENT FRAMEWORK

As a new ministry, the performance management framework for SRD is under development and will be implemented in a staged approach according to core business. Figure 1 outlines the performance management framework that will be used to develop SRD's framework. The program logic model approach highlights the relationship between desired impact, inputs, core businesses, outputs, and outcomes.

Figure 1: Program Logic Model - - -*linking what we do to why we do it*



Knowledge Financial Resources	• Forest Protection		• Protect Alberta's forests and forest communities by preventing and suppressing wildfires.	The sustained contribution of benefits to Albertans from Alberta's public land and wildlife resources
	• Forest Land & Resource Management		• Enhance the economic, environmental and social contribution of Alberta's forests and forest lands to Albertans.	
	• Fish & Wildlife Management		• Enhance the economic, environmental and social contributions of Alberta's fish and wildlife resources to Albertans.	
	• Rangeland Management		• Enhance the economic, environmental and social contributions of Alberta's rangelands to Albertans.	
	• Land Use Disposition Management		• Optimize the long-term benefits (environmental, social and economic) that Albertans receive from public lands through effective, efficient disposition management.	

Output measures reflect directly on the performance of the department. These measures are essential to management decision-making. Through department initiatives and activities, specific results (outputs) are achieved that in turn contribute to the desired impact.

Outcome measures reflect changes in the state of the world (external to the Ministry) toward the desired goal or impact. While these changes may not be entirely attributable to the Ministry's activities, these changes do bridge the relationship between Ministry's activities and the desired impact.

The relationship between these indicators and the goals, inputs, and core businesses will be described in the Ministry's annual reports.

GOAL 1: Protect Alberta's forests and forest communities by preventing and suppressing wildfires

OUTCOME MEASURES

1. Prevention	Actual 1999	Actual 2000	Forecast 2001	Target 2002-05*
Number Of Human-Caused Fires Within Alberta's Forest Protection Area	273	209	296	< 300
Number Of Industry-Caused Fires	107	79	106	< 60

*The department is targeting to normalize and eventually reduce the annual number of fires.

OUTPUT MEASURES

		Actual 1999	Actual 2000	Forecast 2001	Target 2002-05
2. Detection					
Percentage Of Wildfires Detected At 0.1 Hectares Or Less In Size	By Lookout Towers	65%	83%	86%	85%
	By Air	72%	85%	77%	85%
Percentage Of Detected Wildfires Reported Within 5 Minutes Or Less	By Lookout Towers	90%	88%	90%	90%
	By Air	93%	98%	96%	90%
3. Response					
Percentage Of Wildfires Actioned Before They Reach 2.0 Hectares In Size		85%	87%	92%	90%
4. Containment and Suppression					
Percentage Of Wildfires Contained At 4.0 Hectares Or Less In Size		85%	88%	92%	90%
Percentage Of Wildfires Contained Within The First Burning Period		80%	89%	92%	85%

Note: Performance data for forest protection is based on the April 1 to October 31 period.

GOAL 2: Enhance the economic, environmental and social contributions of Alberta's forests and forest lands to Albertans.

OUTCOME MEASURES

Timber Sustainability*	Actual 1999	Actual 2000	Forecast 2001	Target 2002-05
Annual Allowable Cut (in million cubic metres)	23	24	N/A	23
Harvest (in million cubic metres)	17	18	N/A	17
Gap (in million cubic metres)	6	6	6	6

* This measure is under review. Data is calculated as a five-year rolling average, based on the timber year (May to April). There is a one-year delay in the reporting of this data. NA=Not Available

GOAL 3: Enhance the economic, environmental and social contributions of Alberta's fish and wildlife resources to Albertans.

OUTCOME MEASURE

Species at Risk*	Actual 1999	Actual 2000	Target 2005
Percentage Of Species At Risk	2.00%	1.44%	< 5.00%

*This measure is under review. New data will not available until 2005.

GOAL 4: Enhance the economic, environmental and social contributions of Alberta's rangelands to Albertans.

OUTCOME MEASURE

Range Sustainability*	Actual 1999-00	Actual 2000-01	Forecast 2001-02	Target 2002-05
Percent Utilization Of Allocated Grazing Capacity	84%	84%	84%	80-100%

*This measure is under review.

GOAL 5: Optimize the long-term benefits (environmental, social and economic) that Albertans receive from public lands through effective, efficient disposition management.

OUTPUT MEASURES

Timely, Efficient Disposition Decisions*	Actual 1999-00	Actual 2000-01	Forecast 2001-02	Target 2002-05
Average Number Of Working Days For Completion Of Industrial Dispositions	14	15	15	< 15
Average Number Of Working Days For Completion Of Geophysical Approvals	6	6	8	< 10
Percentage Of Active Industrial Dispositions Subject To Area Operating Agreements (Green & White Area)	16%	14%	18%	35%

* This measure is under review. Performance measures forecasts and targets assume a constant number of disposition requests each year.

NATURAL RESOURCES CONSERVATION BOARD (NRCB)

Established in 1991, the NRCB supports the vision and mission of the Ministry by conducting independent, open and impartial public reviews of projects that will or may affect the natural resources of Alberta. Potential projects that may be reviewed by the Board include: forest industry projects; recreation and tourism developments; metallic and industrial mineral projects; and water management projects. Effective January 2002, the NRCB's mandate will expand to include the regulation of new or expanding confined livestock feeding operations (CFOs).

GOALS AND PERFORMANCE MEASURES

The NRCB's key goals for the 2002-05 business planning cycle include:

- Provide timely and credible project reviews under its original and new mandate;
- Reduce conflicts by employing alternative dispute resolution mechanisms prior to conducting formal public reviews; and
- Develop and implement a system for compliance or enforcement in regard to CFOs.

In its own business plan for 2002-2005, the Board has described its goals and a set of performance measures. These performance measures are expected to evolve through the remainder of the planning period as the Board gains a better understanding of its new responsibilities for CFOs.

This board's roles, responsibilities, duties, functions, policy directions, and performance expectations will be outlined in a memorandum of understanding (MOU) between the minister and the board.

SURFACE RIGHTS AND LAND COMPENSATION BOARDS

The Surface Rights Board (SRB) is an arbitration board with four areas of responsibility:

- Issuing Right of Entry Orders for oil and gas activity, power and telephone lines;
- Determining compensation for a right of entry and reviewing rents every five years for Right of Entry Orders and Surface Leases;
- Settling disputes and determining compensation for damages to the land of the leased or right of entry area; and
- Recommending payments by the Minister of Finance where the operator defaults.

The Land Compensation Board is responsible for initiating and implementing Board policies, initiating legislative changes, and formulating rules of procedure for situations where a landowner's property must be expropriated by the crown.

A memorandum of understanding (MOU) will be established to outlines these boards' roles, responsibilities, duties, functions, policy directions, and performance expectations. Expectations regarding accountability documents, such as the boards' business plans, budgets, financial statements, and annual reports, will also be described.

Expense by Core Business

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Core Business						
Forest Protection	117,145	74,461	173,988	70,247	70,202	70,202
Forest Land and Resource Management	26,549	33,726	26,802	29,033	29,385	29,385
Fish and Wildlife Management	37,418	40,110	39,429	37,205	37,556	37,556
Range Land Management	13,463	10,078	9,845	10,317	10,317	10,317
Land Use Disposition Management	27,696	30,632	32,813	31,498	31,849	31,849
Surface Rights and Land Compensation Boards	2,525	1,785	2,285	1,865	1,865	1,865
Natural Resources Conservation Board	1,113	1,773	2,352	2,902	2,726	2,726
Ministry Support Services	10,235	9,584	9,489	12,053	11,953	11,953
Environment Statutory Programs	3,812	7,500	5,250	7,250	3,850	3,850
MINISTRY EXPENSE	239,956	209,649	302,253	202,370	199,703	199,703

Ministry Statement of Operations

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Transfers from Government of Canada	9,225	1,614	3,058	2,026	2,026	2,026
Investment Income	5,031	5,939	5,889	6,810	6,910	7,110
Premiums, Fees and Licences	120,860	134,489	114,412	102,845	112,147	117,155
Other Revenue	6,168	6,430	5,288	7,533	4,144	4,144
MINISTRY REVENUE	141,284	148,472	128,647	119,214	125,227	130,435
EXPENSE						
Program						
Forest Protection - Base	62,861	62,461	94,988	58,247	58,202	58,202
Forest Protection - Extended	54,284	12,000	79,000	12,000	12,000	12,000
Forest Land and Resource Management	26,549	33,726	26,802	29,033	29,385	29,385
Fish and Wildlife Management	37,418	40,110	39,429	37,205	37,556	37,556
Range Land Management	13,463	10,078	9,845	10,317	10,317	10,317
Land Use Disposition Management	27,696	30,632	32,813	31,498	31,849	31,849
Surface Rights and Land Compensation Boards	2,525	1,785	2,285	1,865	1,865	1,865
Natural Resources Conservation Board	1,113	1,773	2,352	2,902	2,726	2,726
Ministry Support Services	8,041	8,529	8,434	10,998	10,898	10,898
Valuation Adjustments and Other Provisions	2,194	1,055	1,055	1,055	1,055	1,055
Environment Statutory Programs	3,812	7,500	5,250	7,250	3,850	3,850
MINISTRY EXPENSE	239,956	209,649	302,253	202,370	199,703	199,703
Gain (Loss) on Disposal of Capital Assets	1,792	2,320	309	4,000	4,000	4,000
NET OPERATING RESULT	(96,880)	(58,857)	(173,297)	(79,156)	(70,476)	(65,268)

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	141,284	148,472	128,647	119,214	125,227	130,435
Inter-ministry consolidation adjustments	(112)	(67)	(376)	(4,067)	(4,067)	(4,067)
Consolidated Revenue	141,172	148,405	128,271	115,147	121,160	126,368
Ministry Expense	239,956	209,649	302,253	202,370	199,703	199,703
Inter-ministry consolidation adjustments	(3,924)	(11,567)	(5,626)	(11,317)	(7,917)	(7,917)
Consolidated Expense	**236,032**	**198,082**	**296,627**	**191,053**	**191,786**	**191,786**
Gain (Loss) on Disposal of Capital Assets	1,792	2,320	309	4,000	4,000	4,000
Inter-ministry consolidation adjustments	-	(2,320)	(309)	(4,000)	(4,000)	(4,000)
CONSOLIDATED NET OPERATING RESULT	(93,068)	(49,677)	(168,356)	(75,906)	(70,626)	(65,418)

Transportation

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 26, 2002 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

Ed Stelmach

Ed Stelmach, *Minister of Transportation*
February 27, 2002

OUR VISION

Alberta Transportation will be the North American centre of excellence in transportation enabling Albertans to achieve economic prosperity responsibly.

OUR MISSION

To provide a safe, efficient and sustainable highway network and environmentally safe water infrastructure, and support municipalities in meeting their transportation and water/wastewater infrastructure needs.

OUR CORE BUSINESSES

To achieve our mission, the ministry engages in four core businesses:

1. **Improve road, driver and vehicle safety** by ensuring effective driver education services and programs and licensing standards are in place; delivering vehicle and commercial carrier safety programs; monitoring the handling and transport of dangerous goods; managing driver records and problem drivers; implementing impaired driving programs; and overseeing the safe operation of provincial railways.
2. **Improve the provincial highway infrastructure** through efficient planning, design, construction, rehabilitation, operation and maintenance. Provide design, construction and rehabilitation of major water management infrastructure.
3. **Support municipal partnerships** through the provision of funding for municipal transportation and water and wastewater infrastructure needs.
4. **Represent Alberta's interests in provincial, national and international policy** impacting transportation.

OUR CORE VALUES

In the delivery of our programs and services, we demonstrate:

Results Based Values: ongoing evaluation of performance and results, quality service to Albertans, and accountability for the use of public resources

Professional Values: innovation, leadership, cooperation and collaboration with partners and stakeholders

Ethical Values: honesty, integrity, impartiality, and ethical behaviour

People Values: teamwork, recognition, empowerment, and professional development of staff

LINKAGES TO THE GOVERNMENT BUSINESS PLAN

The Government's three core businesses: *People*, *Prosperity* and *Preservation*, are all supported by Alberta Transportation core businesses through the provision of a safe and efficient transportation network, water management facilities and water/wastewater infrastructure as summarized below:

GOVERNMENT BUSINESS PLAN	TRANSPORTATION BUSINESS PLAN
People… Albertans will be healthy.	Improve road, driver and vehicle safety and transportation accessibility and provide capital funding for environmentally safe water and wastewater facilities (Goals 1,4).
The well-being and self-reliance of Aboriginal people will be comparable to that of other Albertans.	Involve Aboriginal peoples in ministry projects undertaken on their lands (Goal 2).
Prosperity… Alberta will have a prosperous economy.	Construct and maintain the provincial highway network and construct and rehabilitate water management infrastructure (Goals 3,4,5).
Our workforce will be skilled and productive.	Build leadership capacity and enhance training opportunities with transportation partners (Goal 6).
Alberta will have effective and efficient infrastructure.	Construct and maintain the provincial highway network and construct and rehabilitate water management infrastructure (Goals 3,4,5).
Alberta businesses will increase exports.	Four-lane the North-South Trade Corridor, expand the highway network to facilitate new industry development, develop transportation policy, and harmonize commercial vehicle standards (Goals 1,5).
Preservation… Alberta will be a safe place to live and raise families.	Improve road, driver and vehicle safety and transportation accessibility and provide capital funding for environmentally safe water and wastewater facilities (Goals 1,4).
The high quality of Alberta's environment will be maintained or enhanced.	Rehabilitate and upgrade water management facilities, provide funding for municipal water and wastewater facilities, monitor the transport of dangerous goods, and support climate change initiatives (Goals 1,2,4).

CHALLENGES AND OPPORTUNITIES

Budget Fluctuations: Mirroring the overall economic climate, fluctuating levels of funding for transportation investment are a reality. While our ongoing planning activities are aimed at establishing long-term sustainable revenue streams to fund transportation infrastructure, we also strive to apply available funds effectively. Current economic conditions have meant lower funding levels for government programs, including transportation. Impacts will be felt within the Ministry and externally. For example, municipalities will see reductions to grants, such as funding based on litres of fuel delivered for road use and per-capita grants. The Ministry will struggle with preservation and deferred maintenance projects, and industry will see a decline in construction activity.

Transportation Enhances Economic Prosperity: Transportation constitutes, on average, 16 percent of the final selling price of all goods and services, with some Alberta export commodities reaching 50 percent. Over 60 percent of Alberta's economy is involved in exports and is reliant on fast, efficient transport to be competitive in the marketplace.

Increasing Demand: Traffic growth in Alberta is increasing by 3.5 percent per year with a potential 40 percent growth in the next ten years due to increasing population and Canada's fastest growing economy. Exports are increasing rapidly, and trucks carry over $12 billion a year to/from the United States. This has major implications for the safety of Alberta's roads. Communities experiencing a loss to their tax base are seeking long-term funding to maintain infrastructure such as roads and water/wastewater facilities. We are also responding to increased demand for accessible and affordable transportation for persons with disabilities.

Environmental Responsibility: Governments, interest groups, and the community in general are increasingly aware of environmental impacts. Alberta Transportation ensures sound environmental practices are applied in managing the highway system. The implications, however, are an increase in the cost and time to deliver projects.

Aging Infrastructure: Preserving the extensive provincial highway network requires a significant annual investment to ensure that taxpayer investment is protected. For example, over 1,850 bridges and bridge sized culverts will require replacement in the next ten years at a cost of almost $400 million. Working to develop effective planning tools and cost-effective ways of rehabilitating and maintaining aging infrastructure is vital. The Capital Planning Initiative, led by Alberta Transportation, will rationalize investment decisions on various types of government owned infrastructure based on physical condition, utilization, and functionality.

Partnerships: Partnerships have become increasingly important in light of current fiscal trends of one-time funding, and balancing Albertan's needs for transportation against other public sectors, including health and education. The efficiency and effectiveness of our program delivery is enhanced through partnerships in operation and service delivery, as well as research and development.

Technology and Innovation: We are working to capitalize on the opportunities provided by technology and innovation, and to keep pace with increased expectations by our clients for improved services. For example, Alberta Transportation is participating in the development of a national strategy on intelligent transportation systems. Intelligent transportation systems and other technology will be increasingly used to improve traffic flow and safety.

Demographics: An increasing and aging population, along with rapid urbanization is stressing existing transportation infrastructure around major cities, while many small urban and rural communities are shrinking. In Canada, the 65+ age group has been increasing significantly and in the next twenty years this portion of the population is expected to reach 20 percent.

GOALS AND STRATEGIES

GOAL 1: IMPROVE TRANSPORTATION SAFETY

Supports core business 1: **Improve road, driver and vehicle safety**

KEY OBJECTIVES AND STRATEGIES

Improve road user behaviour

- Continue traffic safety strategies to improve driver, vehicle and highway safety, such as impaired driver programs, monitoring and sharing commercial driver profiles, aging driver strategy, and graduated driver licensing.
- Implement the *Traffic Safety Act* and its regulations, providing a legislative framework for addressing safety issues and new initiatives.
- Redefine strategies for high-risk drivers by ensuring adequate and timely identification of these drivers and developing comprehensive strategies for behavioral change.
- Refine strategies for the evaluation of driver fitness, apply national medical standards in a consistent manner, and enhance strategies to reduce the risk to all highway users.
- Enhance the effectiveness of the Transportation Safety Board through renewed intervention strategies and continuing education for board members.

Improve and harmonize standards for the commercial carrier industry

- With federal/provincial/territorial governments, review and harmonize hours of service legislation for commercial carriers.
- Continue initiative to harmonize vehicle weight thresholds for commercial vehicles to be consistent with other western jurisdictions, and the National Safety Code. This will ensure those carriers in the agreed weight class will be subject to vehicle inspections, safety fitness requirements, and compliance with hours of service regulations.
- In consultation with Alberta Learning and stakeholders, continue to develop and implement new initiatives to encourage safe commercial carriers through professional driver training initiatives.
- Support the implementation of an international cargo securement standard.
- In collaboration with the Alberta Solicitor General, continue a program authorizing transport officers to enforce legislation against moving violations by drivers of commercial vehicles.
- Monitor and manage the safe handling and transport of dangerous goods.
- Evaluate the fatigue management pilot program as an effective counter-measure to driver fatigue.
- Create a new class of commercial driver license for professional drivers in conjunction with other Canadian jurisdictions.
- Continue to promote voluntary safety excellence by carriers through initiatives such as "Partners in Compliance".
- Capitalize on the use of technology (i.e. intelligent transportation systems) to increase security at international border crossings.

Optimize resources to enhance the delivery of services

- Continue development and implementation of a one-window permit system which will allow commercial carriers to obtain all required permissions for overweight and over-dimension vehicles through one application.

KEY OBJECTIVES AND STRATEGIES (continued)

- With the Ministries of Justice, Solicitor General, Government Services, and Innovation and Science, enhance enforcement services electronic input and access to ministry transportation safety databases.
- Standardize a process to license the inspection and repair of out-of-province and written-off vehicles by private sector mechanics and their facilities.

Enhance rail safety

- Provide for the safe operation of railways under provincial jurisdiction through the proclamation of the new *Railway Act* and its regulations.

GOAL 2: IMPROVE PLANNING OF THE PROVINCIAL HIGHWAY NETWORK

Supports core business 2: **Improve the provincial highway infrastructure**

KEY OBJECTIVES AND STRATEGIES

Lead the cross-ministry Capital Planning Initiative

- Support effective funding decisions with a long-term capital plan for both government-owned and supported infrastructure.
- Complete the design and implementation of effective Infrastructure Management Systems (IMS) and associated performance measures by March 31, 2004.
- Continue to gain experience and identify best practices in public-private partnerships.

Facilitate the accessibility of Alberta's transportation system

- Support the Alberta Advisory Committee on Barrier-Free Transportation and its initiatives, and ensure that accessibility is fully considered in the planning of Alberta's transportation infrastructure, including highway signing and rest area facilities.
- Work with municipal partners to ensure funded transportation infrastructure (e.g., LRT and other transit facilities, and low-floor transit buses) is accessible to seniors and persons with disabilities.

Implement the Intelligent Transportation System Strategic Plan

- Participate in national initiatives to promote and advance the development of Intelligent Transportation Systems, particularly at the United States border, to expedite commercial vehicle operations.
- Explore opportunities for deployment of Intelligent Transportation Systems, including changeable message signs and road weather information systems, to improve the safety and efficiency of the provincial transportation network.

Participate in cross-government and intergovernmental initiatives related to transportation

- Continue involvement and monitoring of the national climate change process and international developments related to the Kyoto Protocol.
- Participate in initiatives that mitigate greenhouse gas emissions from government operations and the provincial transportation sector through partnerships with Transport Canada, Natural Resources Canada, Alberta Environment, Alberta Innovation and Science, Alberta Agriculture, Food and Rural Development, Alberta Infrastructure, Clean Air Strategic Alliance, Alberta Motor Association and Climate Change Central.
- Support the Aboriginal Policy Initiative by continuing to provide opportunities for the involvement of Aboriginal people in providing resources for Ministry projects undertaken on their lands.

GOAL 3: ENHANCE OPERATION AND MANAGEMENT OF THE PROVINCIAL HIGHWAY NETWORK

Supports core business 2: **Improve the provincial highway infrastructure**

KEY OBJECTIVES AND STRATEGIES

Efficiently administer infrastructure construction and maintenance contracts

- Provide industry stakeholders access to the electronic distribution process for all ministry contract-tendering documents.
- Deliver the provincial highway construction and rehabilitation program effectively by tendering a majority of the projects prior to commencement of the next fiscal year, subject to funding availability.
- With Alberta Environment, mitigate environmental issues within the provincial highway construction and rehabilitation programs.
- Improve the ability to respond to changing priorities and funding through development of implementation strategies for potential economic opportunities, and by undertaking advanced engineering work to increase the number of projects available for tender.
- Implement the Strategic Highway Infrastructure Program and work with Transport Canada to deliver approved projects.

Protect the integrity of highway infrastructure

- Ensure the provincial highway network is properly maintained by ordering work, setting standards and monitoring private-sector contractor performance.
- Research ways to manage and preserve the highway system. In concert with the Ministry's research plan, efforts will focus on safety, pavements, intelligent transportation and technology transfer.
- Monitor, enforce and manage truck weight limits on provincial highways.

Integrate secondary highways and urban trade routes into the operation and management plan for the provincial highway network

- Include secondary highways and urban trade routes in the management of dangerous goods routes, maintenance, data collection, and vehicle inspection stations.

GOAL 4: WORK WITH PARTNERS TO PROVIDE QUALITY TRANSPORTATION AND WATER INFRASTRUCTURE

Supports core business 3: **Support municipal partnerships**

KEY OBJECTIVES AND STRATEGIES

Continue to provide funding to support municipal transportation infrastructure

- Provide the cities of Calgary and Edmonton with annual funding based on 1.2 cents per litre of fuel delivered for road use. Other cities will continue to receive Basic Capital Grant Funding on a per-capita basis.
- Distribute cost-shared funding on an annual population-based formula of $25 per capita, comparable to funding provided to cities, for transportation projects in towns, villages, summer villages and hamlets.
- Provide financial assistance to rural municipalities and Métis settlements for upgrading of their local roads and bridges.

Continue to provide funding to support municipal water/wastewater infrastructure

- Implement the Infrastructure Canada/Alberta Program, a federal/provincial/municipal partnership providing approximately $500 million in funding over six years for "green" and other municipal infrastructure.
- Provide funding through the Alberta Municipal Water/Wastewater Partnership to construct eligible municipal water/wastewater facilities.
- Direct funding at the highest priority water infrastructure projects to ensure quality water and wastewater treatment is being provided to the public.

KEY OBJECTIVES AND STRATEGIES (continued)

Protect the integrity and effectiveness of water management infrastructure

- In partnership with Alberta Environment, complete construction of the South Heart River Dam Spillway Replacement project and continue with the Little Bow River and Carseland/Bow River Headworks Rehabilitation projects (subject to funding availability).
- Fully implement the transfer of responsibility for maintenance of headworks on provincial dams from Alberta Environment.

Work with other ministries to implement a coordinated and cost-effective approach to managing ancillary roads and bridges

- Complete the transfer of responsibility for main roads within provincial parks and protected areas from Alberta Community Development.
- Work with Alberta Environment to transfer ownership to Alberta Transportation of some 300 bridges over irrigation canals on local or private roads.

GOAL 5: IMPROVE ACCESS TO INCREASE COMPETITIVENESS IN GLOBAL MARKETS

Supports core business 4: **Represent Alberta's interests in provincial, national and international policy**

KEY OBJECTIVES AND STRATEGIES

Develop the North/South Trade Corridor between Coutts and the B.C. border west of Grande Prairie

- Continue development of the North-South Trade Corridor, from the United States border at Coutts to the British Columbia border west of Grande Prairie, until four-laning is substantially completed by 2011, subject to funding availability. Key projects to be worked on during 2002-05 include Calgary's Deerfoot Trail extension, Edmonton's Anthony Henday Drive ring road, and Highway 43 twinning.

Encourage improved transportation logistics between Alberta and the United States

- Improve access and reduce costs for transportation of goods along the Canada/America/Mexico (CANAMEX) Corridor, by encouraging western states to adopt harmonized truck weights and dimensions and implement international cargo securement standards.
- Promote a seamless transportation logistics system for Alberta exporters by partnering and cooperating with other jurisdictions.
- Partner with Canadian and United States governments and the State of Montana to complete joint border crossing facility in Coutts/Sweetgrass.

Improve air transportation

- Support implementation of the Aviation Strategy Initiative (an Alberta Economic Development Authority initiative) designed to improve access to quality aviation facilities and services for passenger travel and import/export of goods.
- Implement, in partnership with other departments, the Aviation Strategy Action Group plan to improve access to quality aviation facilities and services.

Work with other jurisdictions in pursuing national programs and federal legislation to improve transportation of goods

- Promote the establishment of an efficient grain handling and transportation system that is based on commercial principles.
- Evaluate trends in rural transportation including the impact of grain elevator consolidation and branch line abandonment on highways and local roads.
- Improve the efficiency of the existing system while influencing the future direction of transportation through fostering co-operation between jurisdictions.
- In co-operation with other ministries, continue advancing Alberta's position in the review of the *Canada Transportation Act*.
- With other provinces, obtain commitment from the federal government for multi-year increased funding levels for the National Highway Program.
- In co-operation with other ministries, participate in the development of a national transportation strategy.

GOAL 6: CONTINUE TO DEVELOP ORGANIZATIONAL AND SERVICE EXCELLENCE

Supports core businesses 1 - 4: **Alberta Transportation's goal of developing organizational and service excellence supports all our core businesses**

KEY OBJECTIVES AND STRATEGIES

Build a skilled and productive workforce by implementing the Human Resource Plan

- Build leadership capacity within the ministry by implementing the Leadership Continuity Initiatives to retain current staff, ensure there are qualified staff to fill leadership positions as they become vacant, and implement a competency model for managers.
- Enhance the Joint Workforce Development Initiative by working with industry and educational institutions to attract, train and develop members of the construction and consulting industries to the public service.
- Continue with the employee orientation, employee exchange, and employee mentoring programs.
- Encourage and support the Wellness at Work Team, a team managed by staff for the betterment of staff wellness and workplace morale, and support the joint Rewards and Recognition Committee and its initiatives through partnering with Alberta Infrastructure.
- Undertake work climate surveys to measure how well the work place environment meets employee needs, and implement recommendations from the Alberta Infrastructure/Alberta Transportation Human Resource Advisory Committee regarding staff development and improving staff morale.

Establish a Business Resumption Plan to address key departmental services in response to disasters or major emergencies

- Ensure significant services provided by Alberta Transportation are represented in the departmental Business Resumption Plan and that appropriate evaluation exercises are undertaken.
- Coordinate with Municipal Affairs, Business Resumption Planning office, to ensure Alberta Transportation is represented in overall government business resumption planning activities.

Enhance training and development opportunities for staff

- Partner with educational institutions to develop program materials to train and upgrade transport officers.
- Investigate and review possibilities for an internal training initiative for the commercial carrier industry (co-op work program).
- Provide staff with support for training and development of skills, and foster an environment based on teamwork.
- Continue the Learning Account Program which supports staff in meeting their personal learning objectives.
- Ensure all staff have learning plans in place as part of the ministry's ongoing performance management process.

Contribute to cross-ministry initiatives

- Partner with Alberta Infrastructure in sharing strategic corporate services such as human resources, finance, information technology, and business and legislative services, as well as the management and delivery of common services such as tender administration, Contracts Review Committee and the administration of the *Freedom of Information and Protection of Privacy Act*.
- In support of the cross-ministry initiative, work with the Alberta Corporate Service Centre on transactional services provided to the ministry.
- Provide support for cross-ministry priority policy initiatives, including the Aboriginal Policy Initiative by supporting Aboriginal participation in highway projects on their lands, and the Economic Development Strategy through twinning of the North-South Trade Corridor. As well, the ministry will support the Health Sustainability Initiative through our efforts to reduce collisions.
- Participate in key administrative cross-ministry initiatives, such as the Alberta One-Window Initiative, the Corporate Human Resource Development Strategy and the Corporate Information Management/Information Technology Strategy through the provision of resources as required.

Improve client satisfaction with the service provided by ministry staff

- Undertake an annual client satisfaction survey to measure the services provided by Alberta Transportation.
- Based on survey results, develop strategies to improve the service level to ministry clients.

CORE PERFORMANCE MEASURES AND INDICATORS

GOAL 1: IMPROVE TRANSPORTATION SAFETY

Involvement of Drinking Drivers in Casualty Collisions

This measure is defined as the percentage of drinking drivers involved in injury and fatality collisions in Alberta. The measure indicates the percentage of vehicle operators in casualty collisions (injury and fatal) who had consumed alcohol before the crash. Data for this measure is taken from the Alberta Collision information System, which is administered by Alberta Transportation. This data is based on the calendar year.

	Results	Target	Business Plan Targets		
	2000	2001	2002	2003	2004
Percentage of drivers in fatal collisions	20.2%	20.2%	20.1%	20.1%	20.0%
Percentage of drivers in injury collisions	4.9%	4.9%	4.8%	4.8%	4.7%

Seat Belt Usage (Performance Indicator)

This indicator is defined as the percentage of vehicle occupants estimated to be wearing seatbelts in Alberta to achieve the national compliance rate of 95% by 2010. Transport Canada collects this data through surveys on light duty vehicles (including passenger cars, passenger vans and light trucks) in all provinces. Data is based on annual surveys. This estimate is accurate within + 0.8 per cent 19 times out of 20 in repeated samples.

	Results	Target	Business Plan Targets		
	2000	2001	2002	2003	2004
Percentage of vehicle occupants wearing seat belts - Alberta	87.2%	84.9%	85.0%	85.5%	86.0%

Mechanical Safety of Commercial Vehicles

This measure is defined as the percentage of commercial vehicles that are rendered out-of-service (using nationally recognized criteria) when inspected by ministry staff at roadside checks. The goal of the ministry is to achieve no more than the percentages indicated in the table below.

	Results	Target	Business Plan Targets		
	2000-01	2001-02	2002-03	2003-04	2004-05
Percentage of inspected vehicles requiring on-site adjustments	24.6%	25.0%	25.0%	25.0%	25.0%
Percentage of inspected vehicles requiring attention of a mechanic	2.7%	5.0%	5.0%	5.0%	5.0%

GOALS 2 & 3: IMPROVE MANAGEMENT OF THE PROVINCIAL HIGHWAY NETWORK

The Capital Planning Initiative Report of March 2000 identified three long-term performance measures to be used across government to report on the management of physical infrastructure:

Physical Condition - the percentage of physical infrastructure rated as being in acceptable condition.

Utilization - the percentage of physical infrastructure for which utilization level is within targeted capacity.

Functional Adequacy - the percentage of physical infrastructure that provides acceptable functional service.

Physical Condition of Provincial Highways

This measure is an indication of the riding comfort of the travelling public on highways and bridges under provincial jurisdiction as measured by the International Roughness Index (IRI). The results and targets relate to the percentage of the provincial highway network as meeting or exceeding a predetermined IRI value.

For reference purposes, the United States Federal Highway Administration (FHWA) has established the following benchmarks for IRI. Generally speaking, non-interstate highways can be compared to Alberta's provincial highways and interstate highways can be compared to the National Highway System.

United States Federal Highway Administration Standard

IRI Rating	U.S. Interstate	Non-Interstate
Good	less than 0.95-1.49	less than 0.95-1.49
Fair	1.50-1.89	1.50-2.69
Poor	Greater than 1.89	Greater than 2.69

	Target	Business Plan Targets		
	2001-02	2002-03	2003-04	2004-05
Percentage of provincial highways with an IRI of fair or better	95.0%	95.0%	94.5%	94.0%

Note: IRI is just one of many factors used in determining whether rehabilitation of a particular section of a highway is required. Structural condition, surface distress (such as rutting), and traffic volumes also impact the decision making process. IRI, therefore, does not provide the reader with a comprehensive view of the work required on the system to keep it in satisfactory condition.

During the next fiscal year, Alberta Transportation will undertake a review of the various processes associated with rehabilitation of the provincial highway system to ensure the most cost-effective and efficient methods are used. In addition, a new measure will be developed that will provide the general public a better understanding of the pavement rehabilitation requirements on the provincial highway system. Factors such as IRI, traffic volume, structural condition, etc. will be included in the new measure. The following table outlines how we plan to present the new measure in our next business plan. Once the new methodology is defined, targets will be developed.

Proposed measure for 2003-06 Business Plan

	Business Plan Targets		
	2002-03	2003-04	2004-05
Percentage of provincial highways requiring pavement rehabilitation	To be determined.		

Utilization of Provincial Highways

This measure is defined as the percentage of the provincial highway network that is equal to, or better than, a targeted Level of Service (LOS). If a highway meets or exceeds this targeted level, it is being utilized as planned. The targeted LOS for provincial highways is C, as that level triggers future upgrading. LOS is an international measure based on the ability of traffic to move freely. The scale ranges from A to F, with A representing no restrictions on traffic flow, and F representing a breakdown of flow.

The LOS calculations are based on the methodology outlined by the United States Transportation Research Board.

	Result	Target	Business Plan Targets		
	2000-01	2001-02	2002-03	2003-04	2004-05
Percentage of provincial highways with LOS of C or better	99%	98%	98%	98%	98%

Functional Adequacy

Functional adequacy is defined by the percentage of road and bridge infrastructure that is rated as meeting target criteria. A provincial highway is functionally adequate if the roadway is a standard width, free of road bans, and if the traffic is unrestricted by speed postings due to geometrics.

	Result	Target	Business Plan Targets		
	2000-01	2001-02	2002-03	2003-04	2004-05
Percentage of provincial highways meeting target criteria for functional adequacy	81%	81%	80%	79%	78%

GOAL 4: WORK WITH PARTNERS TO PROVIDE QUALITY TRANSPORTATION AND WATER INFRASTRUCTURE

Progress on Completion of Major Water Management Construction Projects

This measure is based on the percentage of total construction costs paid to contractors reflecting construction progress on each project. Timing of project advancement is subject to available funding.

	Results	Targets	Business Plan Targets		
	2000-01	2001-02	2002-03	2003-04	2004-05
Little Bow River Project	20%	50%	95%	100%	-
Carseland/Bow River Headworks Rehabilitation	2.7%	3%	3%	10%	20%

GOAL 5: IMPROVE ACCESS TO GLOBAL MARKETS

Construction Progress on the North-South Trade Corridor

This measure is defined as the percentage (urban and rural) of the North-South Trade Corridor being twinned that is open to travel. This corridor consists of 1,175 kilometres of highway, of which nearly 100 kilometres are within cities. Timing of project advancement is subject to available funding.

	Result	Target	Business Plan Targets		
	2000-01	2001-02	2002-03	2003-04	2004-05
Percentage of four-laning open to travel	69.2%	73.0%	76%	79%	82%

GOAL 6: CONTINUE TO DEVELOP ORGANIZATIONAL AND SERVICE EXCELLENCE

Client Satisfaction Survey

This measure provides an overall indication of the satisfaction our clients have with the services provided by ministry staff. Client satisfaction is measured according to a six-point scale where 1 represents very unsatisfied and 6 is very satisfied. The Ministry of Transportation rated at 4.5 which falls between somewhat satisfied and satisfied. The results and targets represent the average rating for overall quality of service for the key service areas combined.

	Result	Target	Business Plan Targets		
	2000	2001	2002	2003	2004
Average rating for overall quality of service	4.5	4.5	4.5	4.5	4.5

Expense by Core Business

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Core Business						
Improve Road, Driver and Vehicle Safety	26,605	28,867	27,817	29,794	29,802	29,802
Improve the Provincial Highway Infrastructure	523,581	512,574	504,227	466,009	499,618	500,117
Support Municipal Partnerships	331,559	520,311	254,140	151,756	116,251	115,752
Represent Alberta's Interests in Provincial, National and International Policy	2,852	3,016	2,942	3,023	3,023	3,023
MINISTRY EXPENSE	884,597	1,064,768	789,126	650,582	648,694	648,694

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
CAPITAL INVESTMENT						
Core Business						
Improve Road, Driver and Vehicle Safety	3,570	2,777	2,777	2,800	2,800	2,800
Improve the Provincial Highway Infrastructure	322,569	445,304	422,139	210,060	236,760	228,760
Support Municipal Partnerships	32,059	34,399	30,399	29,840	29,840	29,840
MINISTRY CAPITAL INVESTMENT	358,198	482,480	455,315	242,700	269,400	261,400

Ministry Statement of Operations

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Internal Government Transfers	20,000	70,000	70,000	65,000	55,000	55,000
Transfers from Government of Canada	588	451	451	1,400	9,400	1,400
Premiums, Fees and Licences	16,264	14,270	14,270	14,460	11,475	11,540
Other Revenue	3,471	3,385	3,385	2,015	2,515	2,515
MINISTRY REVENUE	40,323	88,106	88,106	82,875	78,390	70,455
EXPENSE						
Program						
Provincial Highway Systems	364,966	316,379	311,825	247,600	270,600	271,099
Transportation Safety Services	20,962	23,483	22,709	24,000	24,000	24,000
Municipal Partnerships	325,567	376,500	145,500	114,276	92,799	93,300
Infrastructure Canada / Alberta Program	43	138,000	102,998	32,028	18,000	17,000
Support Services	45,640	46,466	42,154	48,738	49,355	49,355
Amortization	116,131	148,440	148,440	168,440	178,440	178,440
Consumption of Inventories	10,397	15,500	15,500	15,500	15,500	15,500
Valuation Adjustments and Other Provisions	891	-	-	-	-	-
MINISTRY EXPENSE	884,597	1,064,768	789,126	650,582	648,694	648,694
Gain (Loss) on Disposal of Capital Assets	(652)	-	-	-	-	-
NET OPERATING RESULT	(844,926)	(976,662)	(701,020)	(567,707)	(570,304)	(578,239)

CAPITAL INVESTMENT

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Program						
Provincial Highway Systems	152,722	247,001	233,841	116,700	125,400	125,400
North-South Trade Corridor	165,513	196,000	185,995	91,000	109,000	101,000
Water Management Infrastructure	30,772	33,572	29,572	29,000	29,000	29,000
Support Services	9,191	5,907	5,907	6,000	6,000	6,000
CAPITAL INVESTMENT	358,198	482,480	455,315	242,700	269,400	261,400

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	40,323	88,106	88,106	82,875	78,390	70,455
Inter-ministry consolidation adjustments	(20,000)	(70,000)	(70,000)	(65,000)	(55,000)	(55,000)
Consolidated Revenue	20,323	18,106	18,106	17,875	23,390	15,455
Ministry Program Expense	884,597	1,064,768	789,126	650,582	648,694	648,694
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**884,597**	**1,064,768**	**789,126**	**650,582**	**648,694**	**648,694**
Gain (Loss) on Disposal of Capital Assets	(652)	-	-	-	-	-
Inter-ministry consolidation adjustments	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(864,926)	(1,046,662)	(771,020)	(632,707)	(625,304)	(633,239)

F5

Alberta Heritage Savings Trust Fund Business Plan

BUDGET 2002

THE RIGHT DECISIONS FOR CHALLENGING TIMES

Table of Contents

Background 385
  Introduction 385
  Fiscal Context 385
  Purpose 385
2002-05 Business Plan 385
Heritage Fund Structure 387
Goals, Strategies and Outputs, Outcomes, and
  Performance Measures 389
Management and Accountability 394
Income and Expenses 394

ATTACHMENTS

A: Heritage Fund Allocation of Responsibilities 396
B: Description of Benchmark Indices for the Endowment Fund 397
C: Business Plan Performance 398
D: Glossary 399

The Business Plan was reviewed and approved by Treasury Board on January 28, 2002 and by the Legislature's Standing Committee on the Alberta Heritage Savings Trust Fund on February 13, 2002.

BACKGROUND

INTRODUCTION

- The Alberta Heritage Savings Trust Fund (the Heritage Fund) was created in 1976 as a means to provide savings of non-renewable resource revenue. The Heritage Fund grew from a portion of Alberta's oil and gas revenue being deposited into the Fund since inception in 1976 and until 1987. As well, prior to 1982, the Heritage Fund kept its investment income.
- On January 1, 1997 the Heritage Fund was restructured in response to a public review of the Fund. The restructuring included a new governance structure as well as the establishment of new investment objectives and performance measures. The Heritage Fund's first business plan was implemented in January 1997.

FISCAL CONTEXT

- Assets and income of the Heritage Fund are fully consolidated with the assets and revenue of the Province. For fiscal planning purposes, and under the *Balanced Budget and Debt Retirement Act* of 1995: (i) consolidated Heritage Fund income is included in the determination of the Province's budget surplus, and (ii) Heritage Fund assets are netted off gross liabilities in determining the net asset position of the Province.
- The *Fiscal Responsibility Act* (FRA) sets out a legislative schedule to eliminate the Province's accumulated debt in no more than 25 years. The FRA amended the *Alberta Heritage Savings Trust Fund Act* to grant the Minister of Revenue the discretion to protect the real value of the Heritage Fund when revenue is sufficient to do so.

PURPOSE

- This is the sixth business plan for the Heritage Fund, which amends the previous business plans and incorporates updated financial information and income forecasts. This plan sets out the broad objectives of the Heritage Fund as expressed in the legislation, specific investment objectives, goals and strategies to achieve the Heritage Fund's objectives, and performance measures.

2002 - 05 BUSINESS PLAN

The business plan incorporates the following changes:

1. Heritage Fund exposure to real estate and private equity has been increased. Absolute return strategies have been introduced to continue the focus on the long term. Research has demonstrated that increasing exposure to real estate, private equity and absolute return strategies can create a portfolio with improved risk/return possibilities even after the additional investment costs associated with these assets are taken into account. Furthermore, a 15% exposure phased in over a 2-year period, and composed of 2% in private equity, 3% in absolute return strategies, and 10% real estate, can be justified towards improving portfolio risk and return. A 15% exposure is also in line with other North American endowment funds.
2. Consistent with the changes in the weightings for non-traditional asset classes new benchmarks and new benchmark allocations have been selected. In choosing a benchmark to measure investment performance, it is appropriate to distinguish between the policy benchmark for each asset class (i.e., the benchmark used in calculating the

total fund benchmark); and the manager benchmark (i.e., the benchmark used to assess the performance of the manager(s) within each asset class). This approach is being used with small cap investments. For Canadian Small Cap, the policy benchmark is the TSE 300, while the manager benchmark is the Nesbitt Burns Small Cap Index. The policy benchmarks for the real estate, private equity, and absolute return strategy asset classes are inflation, as measured by the CPI index, plus 5%, 8%, and 6%, respectively. Benchmarking these investments at the policy level to a spread over inflation is consistent with the objective of endowment funds to generate a return that will protect the real value of the fund and facilitate spending over this amount. The basis for the manager benchmarks for each asset class is as follows:

- **Real Estate** - Russell Canada Property Index (RCPI) is a total return index based on holdings across 14 Canadian institutional real estate investment advisors. RCPI is the current Canadian manager benchmark and in the absence of compelling reasons to do otherwise, it will be retained until it is replaced by a more viable alternative. For U.S. real estate the National Council of Real Estate Investment Fiduciaries (NCREIF) has been chosen for physical, or traditional real estate investing. This index is similar in construction to the RCPI. The National Association of Real Estate Investment Trusts (NAREIT) is used for investments in publicly traded real estate investment trusts and measures the total return of all 198 REITs currently trading on the NYSE. Both indices are widely accepted benchmarks for institutional real estate investing.
- **Private Equities** - With no private equity benchmarks in Canada, the TSE 300 + 2.5% will be retained as the manager benchmark for this asset class. This is the current benchmark used in the Private Equity Pools (PEP and PEP98) product description. In the U.S., the widely recognized Venture Economics index is used as the manager benchmark.
- **Absolute Return Strategies** - The three major absolute return strategy indices are Hedge Fund Research (HFR), Managed Account Reports (MAR) / Zurich and Credit Suisse First Boston (CSFB) / Tremont. These benchmarks are median manager surveys based on a pool of firms. The decision as to which index to use should be made in consultation with the selected fund-of-funds manager(s). An informal survey of fund-of-funds managers has indicated that CSFB/Tremont is the preferred choice.

3. The Transition Portfolio transfer is maintained at $3.6 billion annually or $300 million per month. As the Endowment Portfolio now exceeds the Transition Portfolio the Transition Portfolio's focus has moved to providing greater liquidity to facilitate the transfers to the Endowment Portfolio. This requires the Portfolio maintain short-term assets that act as a drag on the total fund performance. To maintain the Heritage Fund performance and reduce the "cash drag" the transfers will continue as indicated so as to liquidate the Transition Portfolio by August 2002. This allows flexibility to take advantage of market conditions or opportunities without compromising the discipline of "dollar-averaging"(the systematic investing of funds over time) used in the transition.

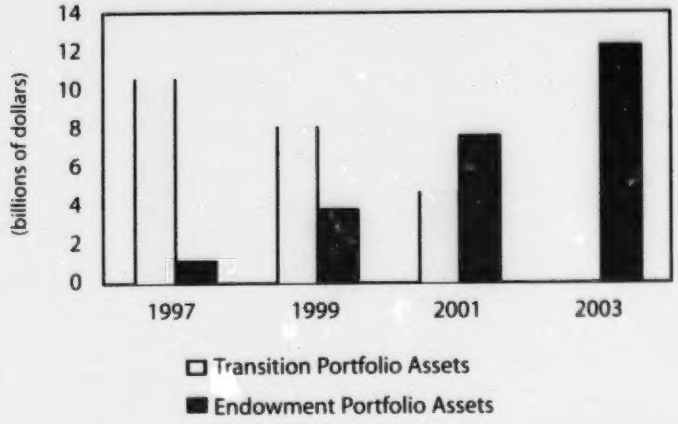
HERITAGE FUND STRUCTURE

The **mission** of the Heritage Fund is as follows:

"To provide prudent stewardship of the savings from Alberta's non-renewable resources by providing the greatest financial returns for current and future generations of Albertans".

- The government keeps it books on a consolidated basis and therefore the Heritage Fund income is included in consolidated income for the Province. Consequently, the level and variability of Heritage Fund income is important to the government's fiscal plan.
- Income will vary significantly from year to year for the following reasons:
  1. An investment policy to maximize long-term returns implies a significantly higher weighting towards investments in equities in comparison to the equity holdings at the time the Heritage Fund was restructured. Equities have historically provided investors with higher total returns (dividends and capital gains) than fixed income investments, however, dividend rates in general are lower than interest rates thereby providing lower current income. The timing of realizing capital gains is also uncertain.
  2. The well-established capital market principle that increased returns, as provided by equity investments, are accompanied with increased risk or return volatility means that the Heritage Fund's income would be more variable.
- In order to provide for an orderly transition between the need for current income and long-term investment goals, the Heritage Fund was divided into two separate portfolios: a Transition Portfolio and an Endowment Portfolio.
- The Transition Portfolio is invested primarily in interest bearing securities to generate current income to support the Province's fiscal plan and to provide liquidity to facilitate transfers to the Endowment Portfolio. The Transition Portfolio has supported the Province's current income but now sees its role diminish as it is reduced in size and the Endowment Portfolio grows over the transition period.
- The Endowment Portfolio is invested in a diversified portfolio including interest bearing securities, Canadian equities, international equities, and real estate. The Portfolio is invested to generate long-term returns to support the Province's income and spending needs.
- The 1996-1997 re-structuring of the Heritage Fund allowed for a ten year transition where all assets would be transferred from the Transition Portfolio to the Endowment Portfolio by December 31, 2005 based on minimum annual transfers of $1.2 billion. With the $2.4 billion transfer for fiscal 2000-01, $3.6 billion for 2001-02 and continuing into 2002-03 the Transition Portfolio should be eliminated by August 2002.

SCHEDULE OF TRANSITION



Alberta Heritage Savings Trust Fund Assets as at December 31, 2001

(thousands of dollars)

Fund Investments	Cost*	Fair Value
Endowment Portfolio		
Cash	$ 55,727	$ 55,727
Fixed Income Securities	3,486,391	3,473,252
Canadian Equities	2,139,208	2,411,013
United States Equities	1,915,255	1,794,950
Non-North American Equities	1,884,041	1,830,070
Real Estate	568,304	593,187
Total Investments - Endowment Portfolio	**10,048,926**	**10,158,199**
Transition Portfolio		
Cash	52,559	52,559
Fixed Income Securities	1,667,678	1,692,078
Provincial Corporation Debentures	160,900	231,265
	1,881,137	1,975,902
Loans		
Ridley Grain Ltd.	91,245	91,245
Vencap Acquisition Corporation	6,114	6,114
	97,359	**97,359**
Total Investments - Transition Portfolio	**1,978,496**	**2,073,261**
Total Investments	**12,027,422**	**12,231,460**
Due from the General Revenue Fund	218,892	218,892
Accrued interest and accounts receivable	30,005	30,005
Liabilities for investment purchases	(20,000)	(20,000)
	228,897	228,897
Fund Equity	**$12,256,319**	**$12,460,357**

* Cost includes amortization of purchase price discount or premiun.

GOALS, STRATEGIES AND OUTPUTS, OUTCOMES, AND PERFORMANCE MEASURES

The legislated investment objective of the **Endowment Portfolio** is:

Investments shall be made with the objective of maximizing long-term financial returns.

- Given a long-term investment horizon, investment practice suggests that a mix of equities (including real estate) and interest-bearing securities best achieves the objective of optimizing financial returns as it provides enhanced returns and diversifies risk. A long-term investment horizon generally means 10 years, however, for investment performance comparisons a minimum period of 4 years will be examined. Emphasis on "long-term" in the investment objective is designed to help the investment manager continue to plan and execute strategies in a long-term context at times when short-term pressures exist.

The legislated investment objective of the **Transition Portfolio** is:

Investments shall be made with the objective of supporting the government's short-term to medium-term income needs as reflected in the government's consolidated fiscal plan.

- To support the Province's revenue needs the Transition Portfolio was required to generate a stable source of income. Consequently, it was important the assets be revenue generating, and not exposed to significant credit risk. Additionally, due to the transfer program, assets were required to be liquid (easily traded) so as to facilitate the monthly transfers to the Endowment Portfolio. This was accomplished by having a high quality portfolio of bonds and money market securities.
- The transition is nearly complete such that the current rate of transfer of $300 million per month will eliminate the Portfolio, save policy loans, in less than a year. As such, the need for liquidity to match the monthly income and Endowment transfers continues to grow. The Transition Portfolio's size also means it is no longer able to generate a level of income consistent with the investment objective. However, the Endowment Portfolio contains a substantial holding in fixed income securities including bonds and mortgages. These assets provide a stable source of revenue to the Province, as does the income from real estate investments.
- In the past, the Transition Portfolio has been compared to the cost of the Province's debt. As the Transition Portfolio declines in size and the liquidity needs increase, due to the transfer program, this comparison has become less meaningful.

GOAL 1: EARN INCOME TO SUPPORT THE GOVERNMENT'S CONSOLIDATED FISCAL PLAN

STRATEGIES/OUTPUTS	OUTCOMES	PERFORMANCE MEASURES/ BENCHMARKS
◆ Invest Transition Portfolio assets in accordance with the investment industry standard "Prudent Person Rule" which assigns the investment manager responsibility to restrict investment to assets that would be approved by a prudent investor.	◆ A level of income to the government's fiscal plan without undue variation to the Province's bottom line.	**Primary Performance Measure** ◆ The market value rate of return on the Transition Portfolio, which is included in the total return for the Heritage Fund.
◆ Invest in interest bearing securities (Canadian dollar issues; non-Canadian dollar issues would be swapped into Canadian dollars) that are rated at time of purchase a minimum of investment grade (BBB or equivalent) by a recognized rating agency or in the absence thereof by Alberta Revenue.	◆ Investments consistent with the objectives of the Transition Portfolio.	◆ Measuring performance on a market value basis is the accepted standard in the investment industry because it should lead to the best long-term investment management decisions.
◆ Maintain sufficient liquidity to accommodate the transfers to the Endowment Portfolio.		
◆ Limit investments to the various categories of interest-bearing securities (% of market value): Maximum (%) Canada & Guaranteed .... No Limit Alberta .... 15 Other Provincial Debt .... 55 Municipal .... 5 Asset-backed .... 15 Private Corporate .... 10 Public Corporate .... 35 Mortgages .... 5 Other Sovereign[1] 5		
◆ Maintain the transfer of cash, short-term fixed income securities or other appropriate securities to the Endowment Portfolio at a $3.6 billion annual rate. Cash forecasting is done to ensure that the appropriate type and amount of securities are available for transfer on a monthly basis (averages $300 million per month).	◆ Orderly transfer of assets from the Transition Portfolio to the Endowment Portfolio.	

---

[1] Would be swapped into Canadian dollars to eliminate currency risk.

(Continued . . .)

GOAL 1: EARN INCOME TO SUPPORT THE GOVERNMENT'S CONSOLIDATED FISCAL PLAN

STRATEGIES/OUTPUTS	OUTCOMES	PERFORMANCE MEASURES/ BENCHMARKS
◆ Reduce the Heritage Fund's investment in Alberta provincial corporations, subject to liability management considerations.	◆ Debentures will be paid out on interest rate re-set dates and the proceeds will be re-deployed within the Transition Portfolio.	
◆ Reduce the Heritage Fund's investment in project loans. Remaining project loans include Vencap Acquisition Corporation and Ridley Grain Ltd. with a total cost value of $97.4 million.		
◆ The Endowment Portfolio has a minimum weighting of 25% of assets in fixed income investments.	◆ Provides a stable source of income to the Province.	

GOAL 2: MAKE INVESTMENTS IN THE ENDOWMENT PORTFOLIO TO MAXIMIZE LONG TERM FINANCIAL RETURNS

STRATEGIES/OUTPUTS

- Invest Endowment Portfolio assets in accordance with the investment industry standard "Prudent Person Rule" which assigns the investment manager responsibility to restrict investment to assets that would be approved by a prudent investor.

- To diversify risk and enhance expected returns, allocate the Endowment Portfolio assets among the following asset classes and within the noted ranges (expressed as a % of the Endowment Portfolio's market value):

Asset Class	Holdings (%)
Interest-Bearing Securities[2]	25% to 45%
Equity[3]	75% to 55%

- Diversify investments within each subcategory of the asset classes set out above.

- The Investment Operations Committee (see Attachment A) will recommend minimum and maximum holdings for the asset classes and review periodically the benchmarks to be used in measuring performance.

- The Investment Management Division of Alberta Revenue will vary the allocation of assets within the above policy ranges based on the outlook for financial markets.

- The Investment Operations Committee will determine the extent of use of external investment managers to manage portions of the Portfolio, and the criteria for their selection.

OUTCOMES

- The market rate of return on the Portfolio is expected to exceed the cost of the Province's debt.

- The Portfolio is expected to generate a real rate of return of 5.0% at an acceptable level of risk over a moving four-year period.

- Market rate of return is expected to be greater than a passively invested benchmark portfolio.

PERFORMANCE MEASURES/ BENCHMARKS

Performance Measure

- The market value rate of return will be compared against the borrowing cost of the Province on a moving four-year basis.

- The market value rate of return will be compared against the level of inflation to determine whether the long term capital market assumptions on which the investment policy is based are achieving the returns relative to expectations.

- The market value rate of return will be compared against a "policy benchmark return" to determine the impact of fund management on performance.

Asset Class	Policy Allocation	Benchmark Return Index
Fixed Income		
Money market	2%	SC 91 day T-Bill
Bonds	33%	SC Universe
Total	35%	
Equity		
Canadian Equity	20%	TSE 300
U.S.	15%	S&P 500
EAFE	15%	MSCI EAFE
Private Equity	2%	CPI + 8%
Real Estate	10%	CPI + 5%
Absolute Return Strategies	3%	CPI + 6%
Total	65%	

- The market value rate of return will be compared against a sample of other large pension and endowment funds to measure whether the investment policy is resulting in competitive fund returns.

- The returns on the real estate component will be adjusted to reflect a comparable calculation base as the Russell Canada Property Index.

- Each external manager mandate is tied to an appropriate market index as a benchmark.

---

[2] Includes money market instruments, bonds and mortgages.

[3] Includes Canadian public and private equities, foreign equities and Canadian real estate. Foreign investments will be limited to 40% of market value.

GOAL 3: TO IMPROVE ALBERTANS' UNDERSTANDING AND THE TRANSPARENCY OF THE ALBERTA HERITAGE SAVINGS TRUST FUND

STRATEGIES/OUTPUTS	OUTCOMES	PERFORMANCE MEASURES/ BENCHMARKS
◆ Release quarterly and annual reports on a timely basis. ◆ Release summary reports of the Heritage Fund's investment activities and results for Albertans on a timely basis. ◆ Publish the Heritage Fund Business Plan annually. ◆ The Legislature's Standing Committee on the Alberta Heritage Savings Trust Fund will hold annual public accountability meetings around Alberta to report on the Heritage Fund's results and to answer questions on the Heritage Fund's performance.	◆ Improved understanding by Albertans of the management, operations and performance of the Heritage Fund.	**Performance Measure** ◆ Timeliness of reports and public accountability meetings. ◆ Satisfaction of Albertans regarding information provided about the Heritage Fund. **Benchmark** ◆ Annual report will be released by June 30 of each year. ◆ Quarterly reports will be released within 2 months after the conclusion of the quarter. ◆ The Standing Committee on the Alberta Heritage Savings Trust Fund will hold public accountability meetings around the province in the fall of each year.

MANAGEMENT AND ACCOUNTABILITY

- A clear mission statement and investment objectives for the Heritage Fund have been established in legislation.
- A Standing Committee of the Legislature has been established to provide overall direction and evaluate the performance of the Heritage Fund and report regularly to Albertans.
- The Investment Operations Committee reviews and approves the Business Plan, quarterly and annual reports, and the investment policies for the Heritage Fund. The Committee includes a majority of private sector members with relevant financial and business expertise.
- Ongoing investment decisions will be made within Alberta Revenue consistent with the allocation of responsibilities set out in Attachment A.
- For each component of the Heritage Fund that is externally managed, an investment management mandate describing its purpose, goals and constraints will be established.
- The investment management mandates of external managers will be consistent with this Business Plan.
- The Auditor General is the auditor of the Heritage Fund.
- There are restrictions on the kind of investments that can be made. Heritage Fund assets are to be invested prudently and cannot be used directly for economic development or social investment purposes.

INCOME AND EXPENSES

- The rates of return on, and the income from, the Heritage Fund have become more volatile as the Endowment Portfolio grows and as equity investments increase. While equity investments have historically, over long periods of time, provided higher rates of return than fixed income investments they are also significantly more volatile. Capital gains on traditional equity investments are not recognized as income until the investment is sold, so strong performance reflected in rates of return may not be reflected in income for some time. Unlike traditional equity instruments, income and expenses on equity index swaps are accrued as earned. As a result, market value gains and losses are realized as they occur.
- Following are current projections of the Heritage Fund income based on the assumptions noted. Actual results will vary from projected income depending on the extent to which actual interest rates and equity market returns vary from the assumptions used. Forecast gross investment income decreases over the fiscal plan period due to the lower interest rate environment and the increasing investment in equities in the Endowment Portfolio, which contribute lower "current income".
- The income projections **include**:
  - interest income
  - dividend income
  - capital gains or losses only when they are realized, such as when an investment is sold
  - income and expense on index swaps and interest rate swaps accrued as earned
- The income projections do **not include**:
  - unrealized capital gains

Alberta Heritage Savings Trust Fund Income Forecasts and Underlying Assumptions

	2001-02	2002-03	2003-04	2004-05
Forecast Annual Income ($millions)				
Unconsolidated Investment Income	193.2	590.5	794.6	940.2
Consolidated Investment Income	161.9	572.6	777.6	924.2
Assumptions (%)				
1. Interest Rates (nominal)				
Transition Portfolio (re-investment rate)				
Money Market (3 months)	0.9%*	3.2%	n/a	n/a
Bonds (2-3 year rate)	1.0%*	n/a	n/a	n/a
Endowment Portfolio				
Fixed Income Securities	1.55%*	6.18%	6.18%	6.18%
2. Equities				
Estimated Income Rates	-2.4%	4.2%	6.7%	7.9%
3. Rates of Return on Equities				
Canadian	2.28%*	7.14%	9.14%	9.14%
Foreign	2.79%*	9.16%	11.16%	11.16%
4. Endowment Portfolio Asset Mix				
Money Market	2%	2%	2%	2%
Bonds	33%	33%	33%	33%
Equities	65%	65%	65%	65%
Sensitivity Analysis ($millions)				
1% change in yield**		50.8	45.5	46.4
1% change in equity returns		22.3	42.9	59.2

* Quarterly rate based on annual assumptions

**Does not include the potential effect of realized capital gains or losses

- Investment income is in part dependent on prevailing market conditions that are subject to occasional volatile movements. A significant portion of the current portfolio is invested in bonds, and has a predictable income stream. As these holdings mature, the future income will be increasingly dependent on the prevailing market conditions at the time of re-investment.
- The above income projections for the Heritage Fund are net of estimated investment expenses as outlined below:

Alberta Heritage Savings Trust Fund Investment Expenses

(millions of dollars)

	2001-02	2002-03	2003-04	2004-05
Direct	1.8	1.8	2.0	2.0
External/Internal Managed Pools	7.6	10.0	10.0	10.0
Total	9.4	12.0	12.0	12.0
As a % of Assets	0.08%	0.10%	0.10%	0.10%

- The administrative expenses above include both direct and indirect administrative expenses, which include staff time, supplies and services and investment transaction and advisory services.

ATTACHMENT A

HERITAGE FUND ALLOCATION OF RESPONSIBILITIES

- The *Alberta Heritage Savings Trust Fund Act* sets out the governance structure for the Heritage Fund. The general division of responsibilities is described below.

Standing Committee on the Alberta Heritage Savings Trust Fund

(A Committee of the Legislative Assembly)

1. Review and approve annually the Business Plan for the Heritage Fund.
2. Receive and review quarterly reports from the Minister of Revenue on the operation and results of the operation of the Heritage Fund.
3. Approve and release the Heritage Fund Annual Report on, or before, June 30 following the conclusion of the fiscal year for which the annual report was made.
4. Review after each fiscal year end the investment activities and the performance of the Heritage Fund and report to the Legislative Assembly as to whether the mission of the Heritage Fund is being fulfilled.
5. Hold public meetings with Albertans on the Heritage Fund's investment activities and results.

Treasury Board

1. Annually review and approve the Business Plan of the Heritage Fund.

Minister of Revenue

1. Approve the Statements of Investment Policy for each portfolio, including any proposed changes thereto.
2. Approve and present the annual Business Plan of the Heritage Fund to Treasury Board and to the Standing Committee.

Investment Operations Committee

1. Review and recommend the Business Plan to the Minister of Revenue for transmittal to Treasury Board and the Standing Committee.
2. Review and recommend the investment policy statements for the Endowment Portfolio and the Transition Portfolio to the Minister of Revenue.
3. Review and recommend the financial statements and the Annual Report.
4. Approve the quarterly reports for transmittal to the Minister of Revenue.
5. Advise on the extent of use of external managers and the criteria for selection.

Alberta Revenue

1. Serve as investment manager of the assets of the Heritage Fund.
2. Prepare and recommend a Business Plan to the Investment Operations Committee and the Minister of Revenue.
3. Prepare, and recommend to the Investment Operations Committee and the Minister of Revenue, Statements of Investment Policy for each portfolio and any proposed changes to the investment policies.
4. Prepare a quarterly report on the investment activities and results of the Heritage Fund including income forecasts.
5. Prepare financial statements for the Heritage Fund.
6. Prepare the Annual Report of the Heritage Fund.

ATTACHMENT B

DESCRIPTION OF BENCHMARK INDICES FOR THE ENDOWMENT FUND

Scotia Capital 91 day T-Bills Index (SC T-Bills Index)
Reflects the performance of the Canadian money market as measured by investments in 91 day Treasury Bills.

Scotia Capital Universe Bond Index (SC Universe Index)
Covers all marketable Canadian bonds with terms to maturity of more than one year. The purpose of this index is to reflect performance of the broad Canadian bond market in a manner similar to the way the TSE 300 represents the Canadian equity market.

Toronto Stock Exchange 300 Total Return Index (TSE 300 Index)
An index of 300 stocks, in fourteen subgroups, listed on the Toronto Stock Exchange designed to represent the Canadian equity market. It is a capitalization-weighted index calculated on a total return basis.

Morgan Stanley Capital International World (excluding Canada) (MSCI World)
An index of over 1,470 stocks on 23 stock exchanges around the world designed to represent an international equity market (excluding Canada). The index is calculated on a total return basis, which includes investment of gross dividends before deduction of withholding taxes. The index covers about 60% of the issues listed on the exchanges of the countries included.

Russell Canadian Property Index (RCPI)
An index comprised of institutionally held real estate investments consisting of over 1,100 properties distributed across Canada.

Standard & Poor's 500 Index (S&P 500 Index)
Covers 500 industrial, utility, transportation and financial companies of the US markets, mostly New York Stock Exchange issues. It is a capitalization-weighted index calculated on a total return basis with dividends reinvested.

Morgan Stanley Capital International Europe, Australia, Far East Index (MSCI EAFE Index)
An index of over 900 securities listed on the stock exchanges of countries in Europe, Australia and the Far East. The index is calculated on a total return basis, which includes re-investment of gross dividends before deduction of withholding taxes.

Consumer Price Index, Canada (CPI)
A measure of the average change in Canadian prices over time in a fixed market basket of goods and services.

ATTACHMENT C
BUSINESS PLAN PERFORMANCE

Alberta Heritage Savings Trust Fund (Combined)

(period ending December 31, 2001)	Current Quarter	Nine Months	One Year	Four Years*
Actual Return	6.0%	3.4%	1.2%	5.3%

Transition Portfolio

(period ending December 31, 2001)	Current Quarter	Nine Months	One Year	Four Years*
Actual Return	1.7%	5.2%	7.4%	6.1%

Endowment Portfolio

(period ending December 31, 2001)	Current Quarter	Nine Months	One Year	Four Years*
Actual Return	7.2%	2.5%	-2.6%	6.2%
Benchmark	7.2%	2.8%	-2.4%	5.9%
Over (under) Benchmark	0bp	-30bp	-20bp	30bp

Actual Return	Weight	Current Quarter	Nine Months	One Year	Four Years*
Short-term Fixed Income	3.4%	1.0%	3.4%	5.0%	5.2%
Long-term Fixed Income	31.4%	2.2%	6.6%	8.7%	6.8%
Canadian Equities	23.7%	13.6%	2.4%	-11.1%	5.0%
US Equities	17.7%	11.6%	0.3%	-6.5%	7.0%
EAFE Equities	18.0%	7.4%	-6.8%	-16.2%	6.4%
Real Estate	5.8%	2.4%	5.7%	8.0%	8.8%
Total	100%	7.2%	2.5%	-2.6%	6.2%

Benchmark Return	Weight	Current Quarter	Nine Months	One Year	Four Years*
SC 91 Day T-Bill Index	2.0%	0.9%	3.3%	4.7%	4.9%
SC Universe Bond Index	33.0%	2.1%	6.2%	8.1%	6.5%
TSE 300 Index	23.0%	12.9%	2.3%	-12.6%	5.0%
S & P 500 Index	17.5%	11.9%	1.3%	-6.4%	8.6%
MSCI EAFE Index	17.5%	8.1%	-7.7%	-16.5%	3.5%
Russell Index (estimate)	7.0%	2.4%	7.6%	10.4%	12.2%
Total	100%	7.2%	2.8%	-2.4%	5.9%

* Annualized

ATTACHMENT D

GLOSSARY

active management
Attempts to achieve portfolio returns greater than a specific index while controlling risk, either by forecasting broad market trends or by identifying particular mispriced sectors of a market or securities in a market.

asset allocation
The investment process by which the investment manager chooses or allocates funds among broad Asset Classes such as stocks and bonds.

asset-backed securities
These are debt instruments collateralized by a pool of assets such as automobile loans or equipment leases.

asset (or investment) class
Refers to a broad category of investments with similar characteristics (the typical asset classes are cash, stocks, bonds and real estate).

benchmark index
A statistical yardstick tracking the ups and downs of a particular market by monitoring a representative group of securities over time. For example, the Scotia Capital Universe Bond Index is a Benchmark Index that is designed to reflect the changes in the Canadian bond market.

bond
A financial instrument representing a debt where the issuer (corporation or government) promises to pay to the holder a specific rate of interest over the life of the bond. On the bond's maturity date, the principal is repaid in full to the holder.

capital gain (or capital loss)
The market value received on the sale of an asset, which is higher (lower) than its purchase price (also called cost). If an asset is bought for $50 and sold for $75, the realized capital gain or profit is $25.

diversification
The allocation of investment assets within an Asset Class and among asset classes. In general, the greater the number of holdings within an asset class and among asset classes, the greater the diversification, which reduces risk.

dividends
Earnings distributed to shareholders of a company proportionate to their ownership interest.

duration (or modified duration)
Modified duration is a measure of price volatility and is the weighted average term to maturity of the security's cash flows (i.e., interest and principal), with weights proportional to the present value of the cash flows. Bonds with a longer duration are more price sensitive to interest rate changes than bonds with short durations.

equities
Equities are synonymously called stocks or shares and represent an ownership interest in a company (could be either a public or private firm). The shareholder normally has voting rights and may receive dividends based on their proportionate ownership.

inflation
Increases in the general price level of goods and services. Inflation is one of the major risks to investors over the long-term as savings may actually buy less in the future.

interest-bearing securities
An investment which is required to pay a fixed interest rate at periodic intervals such as bonds, mortgages and debentures.

ATTACHMENT D (continued)

investment grade
An investment grade bond is rated a minimum of BBB (or equivalent) by a rating agency, with AAA being the highest grade. Bonds rated below BBB are generally classified as being speculative grade and carry higher levels of credit risk than investment grade bonds (i.e., they have a higher probability of default on interest or principal payments).

long-term
A long-term investment horizon in the context of the Endowment Portfolio means a period of time that would include two business cycles, which would generally mean about 10 years.

market value rate of return
An annual percentage, which measures the total proceeds, returned to the investor per dollar invested. Total proceeds for market value rates of return = "money in the bank" plus paper profits or losses (paper profits or losses are also called unrealized capital gains or losses). "Money in the bank" means cash interest and dividends and realized capital gains or losses from selling the investment.

median return
The median return of a group of investment managers reflects the return associated with the manager ranked at the 50th percentile (the 50th percentile is that point where half the managers had a higher return, and half the managers had a lower return).

money market instruments
Debt instruments such as Treasury Bills or corporate paper with a maturity of less than one year.

mortgage-backed securities (MBS)
A debt instrument that has an ownership claim in a pool of mortgages or an obligation that is secured by such a pool.

mortgage investment
A debt instrument collateralized by real assets (e.g., a building) and requiring periodic payments consisting of interest and principal.

nominal rate of return
A measure of the earnings performance of a fund measured in current dollars.

passive management
Buying or investing in a portfolio that represents a market index without attempting to search out mispriced sectors or securities. The opposite of Active Management.

portfolio
A collection of investments owned by an investor.

real rate of return
The nominal rate of return minus the rate of inflation.

realized/unrealized
Terms generally used to describe capital gains or losses. A gain or loss is generally realized when an asset is sold; prior to sale the gain or loss is unrealized and it is only a potential or "paper" gain or loss.

Index of Charts and Tables

BUDGET 2002

THE RIGHT DECISIONS FOR CHALLENGING TIMES

Index of Charts and Tables

Government Business Plan

Government Business Plan 2002-05 -
Goals, Performance Measures and Targets 7
Cross Ministry Initiatives 33

Ministry Business Plans

Aboriginal Affairs and Northern Development

Expense by Core Business 56
Ministry Statement of Operations 56
Consolidated Net Operating Result 56

Agriculture, Food and Rural Development

Expense by Core Business 67
Ministry Statement of Operations 67
Consolidated Net Operating Result 68

Children's Services

Expense by Core Business 83
Ministry Statement of Operations 83
Consolidated Net Operating Result 84

Community Development

Expense by Core Business 99
Ministry Statement of Operations 99
Consolidated Net Operating Result 100

Economic Development

Expense by Core Business 116
Ministry Statement of Operations 116
Consolidated Net Operating Result 116

Energy

Expense by Core Business 131
Ministry Statement of Operations 131
Consolidated Net Operating Result 132

Environment

Expense by Core Business 147
Ministry Statement of Operations 147
Consolidated Net Operating Result 148

Executive Council

Expense by Core Business 155
Ministry Statement of Operations 155
Consolidated Net Operating Result 155

Finance

Expense by Core Business 169
Ministry Statement of Operations 170
Consolidated Net Operating Result 171

Gaming

Expense by Core Business 179
Ministry Statement of Operations 179
Consolidated Net Operating Result 180

Government Services

Expense by Core Business 200
Ministry Statement of Operations 200
Consolidated Net Operating Result 200

Health and Wellness

Expense by Core Business 214
Ministry Statement of Operations 214
Consolidated Net Operating Result 215

Human Resources and Employment

Expense by Core Business 231
Ministry Statement of Operations 232
Consolidated Net Operating Result 232

Infrastructure

Expense by Core Business 246
Ministry Statement of Operations 247
Consolidated Net Operating Result 248

Innovation and Science

Expense by Core Business 263
Ministry Statement of Operations 264
Consolidated Net Operating Result 264

International and Intergovernmental Relations

Expense by Core Business 274
Ministry Statement of Operations 274
Consolidated Net Operating Result 274

Justice

Expense by Core Business 290
Ministry Statement of Operations 290
Consolidated Net Operating Result 290

Learning

Expense by Core Business 303
Ministry Statement of Operations 303
Consolidated Net Operating Result 304

Municipal Affairs

Expense by Core Business 316
Ministry Statement of Operations 316
Consolidated Net Operating Result 316

Revenue

Expense by Core Business 326
Ministry Statement of Operations 326
Consolidated Net Operating Result 326

Seniors

Expense by Core Business 338
Ministry Statement of Operations 338
Consolidated Net Operating Result 339

Solicitor General
    Expense by Core Business 354
    Ministry Statement of Operations 354
    Consolidated Net Operating Result 354
Sustainable Resource Development
    Expense by Core Business 366
    Ministry Statement of Operations 366
    Consolidated Net Operating Result 367
Transportation
    Expense by Core Business 381
    Ministry Statement of Operations 382
    Consolidated Net Operating Result 382

Alberta Heritage Savings Trust Fund Business Plan
    Schedule of Transition 388
    Heritage Fund Assets as at December 31, 2001 388
    Heritage Fund Income Forecasts and Underlying Assumptions 395
    Heritage Fund Investment Expenses 395
    Attachment C: Business Plan Performance 398